



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No: 2021000647

**Purchasing Office — Bureau des Achats :**

Canada Border Services Agency  
Agence des services frontaliers du Canada  
355 North River Road - 355 ch. River nord  
17<sup>th</sup> Floor - 17<sup>ième</sup> étage  
Ottawa ON K1A 0L8

**Contract — Contrat**

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

**Title — Sujet :**

SAP ARIBA Business Case

**Contract No. — N° du contrat :**

2021000686

**D.D.P. — D.D.P. :**

Destination of Goods, Services, And Construction —  
Destination des biens, services et construction  
See herein — voir aux présentes

**Invoices to be sent to — Factures envoyer à :**

Canada Border Service Agency  
Agence des services frontaliers du Canada

Email: [vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

The Vendor/Firm hereby accepts/acknowledges this contract — Le fournisseur/entrepreneur accepte/accuse réception du présent contrat :

Signature

Date

Name, title of person authorized to sign (type or print) —  
Nom et titre du signataire autorisé (caractère d'impression)

**Contracting Authority — Autorité contractante :**

Stephen Alexander - Procurement Officer

Telephone No. — No de  
téléphone:

343-551-6779

Fax No. — No de  
télécopieur :

**E-Mail Address — Courriel:**

[stephen.alexander@cbsa-asfc.gc.ca](mailto:stephen.alexander@cbsa-asfc.gc.ca)

Total Estimated Cost  
(HST incl.) /Coût total  
estimatif (TVH incl.) :

\$39,550.00

Currency Type -  
Genre de devise :

CAD

**Vendor / Firm Name and Address**

Raison sociale et adresse du fournisseur/de l'entrepreneur :

Ernst & Young  
99 bank Street, Suite 1200  
Ottawa, Ontario  
K1P 6B9

Signed for the President by — Signé pour le  
Président par :

**DEVLIN ANIK**

Digitally signed by DEVLIN ANIK  
DN: cn=Devlin, o=CBSA, ou=Procurement, ou=PERSONNEL, cn=DEVLIN  
ANIK + SERIALNUMBER=2017313133847569  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2020.08.06 15:49:47  
Foxit PhantomPDF Version: 9.7.0

Signature

Date

**Name and Position Title — Nom et Titre du poste**

Anik Devlin,  
A/Team Leader  
Strategic Procurement Division (SPD)



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## CONTRACT CLAUSES

### 1. Security Requirements

There is a security requirement applicable to the Contract.

### 2. Statement of Work

The work to be performed is detailed under Annex "A" of the resulting contract clauses.

### 3. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 3.1 General Conditions

2010B (2020-05-28) General conditions—Professional Services (medium complexity), apply to and form part of the contract.

### 4. Term of Contract

#### 4.1 Period of the Contract

The period of the Contract is from date of Contract award to March 31<sup>st</sup>, 2021.

### 5. Authorities

#### 5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Stephen Alexander  
Title: Procurement Officer  
Organization: Canada Border Services Agency  
Strategic Procurement Division  
Address: 355 North River Road, Vanier Tower B, 17th Floor  
Ottawa, Ontario K1A 0L8  
  
Telephone: 343-551-6779  
E-mail address: [stephen.alexander@cbsa-asfc.gc.ca](mailto:stephen.alexander@cbsa-asfc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

#### 5.2 Project Authority

The Project Authority for the Contract is:

Name: Chris Lanoue  
Title: Director  
Organization: Canada Border Service Agency  
Address: 355 North River Road  
Ottawa, Ontario K1A 0L8  
  
Telephone: 613-410-8949



E-mail address: [chris.lanoue@cbsa-asfc.gc.ca](mailto:chris.lanoue@cbsa-asfc.gc.ca)

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority, however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 5.3 Contractor's Representative

Name:  
Title: Sales Representative  
Ernst & Young  
Address: 99 bank Street, Suite 1200  
Ottawa, Ontario K1P 6B9  
Telephone:  
E-mail address: [@ca.ey.com](mailto:@ca.ey.com)

## 6. Payment

### 6.1 Basis of Payment - Firm Unit Price(s)

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price as specified in Annex "B" Basis of Payment. Customs duties are excluded and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

### 6.2 Terms of Payment

1. Canada's total liability to the Contractor under the Contract must not exceed \$35,000.00. Customs duties are excluded and Applicable Taxes are extra
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75% committed, or
  - b. four (4) months before the contract expiry date, or
  - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.
3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability

## 7. Invoicing Instructions

- a. The Contractor must submit invoices in accordance with the information required in the General Conditions.





- b. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show the applicable contract number (2021000647)
- c. By submitting invoices the Contractor is certifying that the goods and/or services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- d. All invoices must be submitted using the following method (**only one copy of the invoice should be sent to the Agency**):

**Email:** Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

This email address is to be used for submitting invoices and for payment status inquiries.

**Direct Deposit:**

The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.

Please contact [ca-ci@cbsa-asfc.gc.ca](mailto:ca-ci@cbsa-asfc.gc.ca) to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

**IMPORTANT NOTE:** If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

## **8. Certifications and Additional Information**

### **8.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

## **9. Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

## **10. Priority of Documents**

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2010B - Professional Services (medium complexity), apply to and form part of the contract.
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Checklist;
- (f) The Contractor's quote dated: August 5th, 2020



## 11. Insurance Requirements

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

## 12. Limitation of Liability

- a. Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- b. **First Party Liability:**
  - i. The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
    - A. any infringement of intellectual property rights to the extent the Contractor breaches the section entitled "Intellectual Property Infringement and Royalties"
    - B. physical injury, including death
  - ii. The Contractor is liable for all direct damages affecting real or tangible personal property owned, possessed, or occupied by Canada
  - iii. Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology
  - iv. The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i.A) above
  - v. The Contractor is also liable for any other direct damages to Canada caused by the Contractor in any way relating to the Contract, including:
    - A. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty
    - B. any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of [.75] times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on other document used to order services under this instrument)
  - vi. In any case, the total liability of the Contractor under paragraph (v) will not exceed the total estimated cost (as defined above) for the Contract
  - vii. If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's



records and data using the most recent backup kept by Canada. Canada is responsible for maintaining an adequate backup of its records and data.

**c. Third Party Claims:**

- i. Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing
- ii. If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality
- iii. The Parties are only liable to one another for damages to third parties to the extent described in this paragraph c

**13. Intellectual Property Infringement and Royalties**

1. The Contractor represents and warrants that, to the best of its knowledge, neither it nor Canada will infringe any third party's intellectual property rights in performing or using the Work, and that Canada will have no obligation to pay royalties of any kind to anyone in connection with the Work
2. If anyone makes a claim against Canada or the Contractor concerning intellectual property infringement or royalties related to the Work, that Party agrees to notify the other Party in writing immediately. If anyone brings a claim against Canada, according to Department of Justice Act, R.S., 1985, c. J-2, the Attorney General of Canada must have the regulation and conduct of all litigation for or against Canada, but the Attorney General may request that the Contractor defend Canada against the claim. In either case, the Contractor agrees to participate fully in the defence and any settlement negotiations and to pay all costs, damages and legal costs incurred or payable as a result of the claim, including the amount of any settlement. Both Parties agree not to settle any claim unless the other Party first approves the settlement in writing
3. The Contractor has no obligation regarding claims that were only made because:
  - a. Canada modified the Work or part of the Work without the Contractor's consent or used the Work or part of the Work without following a requirement of the Contract;
  - b. Canada used the Work or part of the Work with a product that the Contractor did not supply under the Contract (unless that use is described in the Contract or the manufacturer's specifications)
  - c. the Contractor used equipment, drawings, specifications or other information supplied to the Contractor by Canada (or by someone authorized by Canada)
  - d. the Contractor used a specific item of equipment or software that it obtained because of specific instructions from the Contracting Authority; however, this exception only



applies if the Contractor has included the following language in its own contract with the supplier of that equipment or software: "[Supplier name] acknowledges that the purchased items will be used by the Government of Canada. If a third party claims that equipment or software supplied under this contract infringes any intellectual property right, [supplier name], if requested to do so by either [Contractor name] or Canada, will defend both [Contractor name] and Canada against that claim at its own expense and will pay all costs, damages and legal fees payable as a result of that infringement." Obtaining this protection from the supplier is the Contractor's responsibility and, if the Contractor does not do so, it will be responsible to Canada for the claim.

4. If anyone claims that, as a result of the Work, the Contractor or Canada is infringing its intellectual property rights, the Contractor must immediately do one of the following:
  - a. take whatever steps are necessary to allow Canada to continue to use the allegedly infringing part of the Work
  - b. modify or replace the Work to avoid intellectual property infringement, while ensuring that the Work continues to meet all the requirements of the Contract
  - c. take back the Work and refund any part of the Contract Price that Canada has already paid

If the Contractor determines that none of these alternatives can reasonably be achieved, or if the Contractor fails to take any of these steps within a reasonable amount of time, Canada may choose either to require the Contractor to do (c), or to take whatever steps are necessary to acquire the rights to use the allegedly infringing part(s) of the Work itself, in which case the Contractor must reimburse Canada for all the costs it incurs to do so.

#### **14. Translation of Documentation**

The Contractor agrees that Canada may translate in the other official language any documentation delivered to Canada by the Contractor that does not belong to Canada. The Contractor acknowledges that Canada owns the translation and that it is under no obligation to provide any translation to the Contractor. Canada agrees that any translation must include any copyright notice and any proprietary right notice that was part of the original. Canada acknowledges that the Contractor is not responsible for any technical errors or other problems that may arise as a result of the translation.

#### **15. Replacement of Specific Individuals**

1. If specific individuals are identified in the Contract to perform the Work, the Contractor must provide the services of those individuals unless the Contractor is unable to do so for reasons beyond its control.
2. If the Contractor is unable to provide the services of any specific individual identified in the Contract, it must provide a replacement with similar qualifications and experience. The replacement must meet the criteria used in the selection of the Contractor and be acceptable to Canada. The Contractor must, as soon as possible, give notice to the Contracting Authority of the reason for replacing the individual and provide:
  - a. the name, qualifications and experience of the proposed replacement
  - b. proof that the proposed replacement has the required security clearance granted by Canada, if applicable.
3. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a replacement stop performing the Work. In such a case, the Contractor must immediately comply with the order and secure a further replacement in accordance with subsection 2. The fact that the Contracting Authority does not order that a



replacement stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

## **16. Ownership**

1. Unless provided otherwise in the Contract, the Work or any part of the Work belongs to Canada after delivery and acceptance by or on behalf of Canada.
2. However if any payment is made to the Contractor for or on account of any Work, either by way of progress or milestone payments, that work paid for by Canada belongs to Canada upon such payment being made. This transfer of ownership does not constitute acceptance by Canada of the Work or any part of the Work and does not relieve the Contractor of its obligation to perform the Work in accordance with the Contract.
3. Despite any transfer of ownership, the Contractor is responsible for any loss or damage to the Work or any part of the Work until it is delivered to Canada in accordance with the Contract. Even after delivery, the Contractor remains responsible for any loss or damage to any part of the Work caused by the Contractor or any subcontractor.
4. Upon transfer of ownership to the Work or any part of the Work to Canada, the Contractor must, if requested by Canada, establish to Canada's satisfaction that the title is free and clear of all claims, liens, attachments, charges or encumbrances. The Contractor must execute any conveyances and other instruments necessary to perfect the title that Canada may require.

## **17. Identification Protocol Responsibilities**

The Contractor will be responsible for ensuring that any of its resources, representatives or subcontractors complies with the following self-identification requirements:

- a. Contractors who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if they are a Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Government of Canada employee
- b. During the performance of any Work at a Government of Canada site, the Contractor must be clearly identified at all times as being a Contractor
- c. If a Contractor requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as a Contractor in all electronic mail including the signature block as well as under "Properties". This identification protocol must also be used in all other correspondence, communication, and documentation
- d. If Canada determines that the Contractor are in breach of any obligation stated in this clause, upon written notice from Canada the Contractor must submit a written action plan describing the corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client or the Contracting Authority, and twenty working days to rectify the underlying problem
- e. In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.



## ANNEX “A” - STATEMENT OF WORK

### Title

CBSA eProcurement Options Assessment

### Objective

The Canada Border Service Agency (CBSA) requires professional services to provide advice, guidance and recommendations with its eProcurement options assessment.

### Background

CBSA has gone through significant transition in its Procurement function over the last several months. CBSA recognizes the challenges associated with a highly manual and extended solicitation process resulting in dissatisfied clients and limited capability to manage by exception.

In order to take the next step in procurement maturity, CBSA is seeking options for technology enablement in the Source-to-Pay cycle. Deployment of a robust eProcurement platform complemented with streamlined business processes will result in enhanced spend management, improved Procurement planning, contract visibility and management reporting.

CBSA is seeking assistance to assess various options available to further optimize the Source-to-Pay cycle, with a targeted focus on the solicitation and workload management processes.

### Scope

The Contractor must work closely with key CBSA stakeholders to assess three options available to CBSA to enable the Source-to-Pay process. The Contractor must leverage an evaluation framework to provide CBSA with a recommendation on how to proceed with its procurement transformation.

The three options available to CBSA are:

- 1) Deploy the Government of Canada’s eProcurement Solution (EPS) as part of Phase 2 roadmap, and develop an interim workflow solution to address immediate procurement needs
- 2) Leverage the CRA SAP Ariba/Fieldglass implementation, with Source-to-Contract functionality added
- 3) Deploy a CBSA-specific instance of SAP Ariba/Fieldglass, localising EPS design as an accelerator

These three options must be evaluated against the following framework:

- 1) Ability to address CBSA’s key pain points (i.e., maximizing business value)
- 2) Technical fit and complexity (i.e., fit within CBSA’s existing Finance and Materials Management landscape, fit within CRA-hosted technical landscape)
- 3) CBSA’s Procurement Processes
- 4) Implementation Timeline (i.e., timeline to benefits realization)
- 5) Cost (i.e., internal and external order of magnitude costs to acquire and implement)

### REQUIREMENTS

#### Tasks

- Review current state, including identification of key pain points;
- Document planned high-level future state of CBSA procurement based on internal transformation objectives;
- Identify areas of risk and concern between the current (short term) state; internal transformation (medium term) state; against the three options (medium to long term) state;
- Identify risks, potential costs and challenges to achieving the end state of the three options identified above;



- Identify and consult with CBSA stakeholders (i.e. Material Management, Finance) to document nuances of the CBSA procurement and technical landscape;
- Validate assumptions with CBSA stakeholders, CRA stakeholders, PSPC EPS Project Team and OCG - FMT to clearly outline the expectations/authority to move to different options

#### Matrix of activities and proposed Timelines

	Assess	Evaluate	Recommend
	1 Week	2 Weeks	1 Week
Objectives	<ul style="list-style-type: none"><li>• Gain an understanding of the key issues within the Procurement function and assess the current technology and application landscape</li></ul>	<ul style="list-style-type: none"><li>• Define the service options and evaluate each option against pre-defined evaluation criteria, including benefits realization and time to value, technical and functional complexity, and business adoption readiness.</li></ul>	<ul style="list-style-type: none"><li>• Develop and present recommendation on which service options are best suited for CBSA's needs.</li></ul>
Activities	<ul style="list-style-type: none"><li>• Confirm problem statement</li><li>• Assess top six procurement functional issues</li><li>• Assess current technology / application landscape</li><li>• Conduct executive interviews</li></ul>	<ul style="list-style-type: none"><li>• Define service options</li><li>• Evaluate service options against pre-defined criteria</li><li>• Populate evaluation criteria matrix with quantitative and qualitative metrics</li></ul>	<ul style="list-style-type: none"><li>• Produce recommendation on preferred service option, based on:<ul style="list-style-type: none"><li>• High-level application landscape</li><li>• Implementation timeline (time to benefits realization)</li><li>• Benefits statement</li></ul></li><li>• Develop final report</li><li>• Conduct management readout</li></ul>
Outcomes	<ul style="list-style-type: none"><li>• Confirmed problem statement</li><li>• Input into evaluation phase</li></ul>	<ul style="list-style-type: none"><li>• Populated evaluation criteria matrix</li></ul>	<ul style="list-style-type: none"><li>• Final report including evaluation results and recommendation</li></ul>

#### Deliverables

A final report in MSWord, summarized in a PowerPoint presentation, will be delivered as the formal output from the defined scope and approach as follows:

- Executive summary
- Summary of objectives, approach and recommendation
- Procurement approach and framework related challenges
- Evaluation and grading approach
- Options evaluation
- Recommendation and path forward
- Appendices, including supporting analysis and documentation

A draft of the final report will be sent to the Project Authority for review and input prior to the final report being submitted.

#### Travel

There is no travel associated with this requirement.



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### **Client Support**

Most of the work will be done off site. When onsite, the contractor will be escorted by CBSA personnel.

### **Level of Effort**

The estimated level of effort for this contract is 30 days.





## ANNEX "B" - BASIS OF PAYMENT

The Contractor will be paid in accordance with the following Basis of Payment for Work performed pursuant to the Contract.

### A - Contract Period

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

Item	Resource	Estimated Level of Effort (Hours)	Hourly rate	Value	Total Value
1					\$540.00
2					\$4,320.00
3					\$8,640.00
4					\$10,800.00
5					\$10,800.00
Sub-Total:					\$35,100



## Annex C - Security Requirement Check List

COMMON-PS-SRCL#34



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité  
UNCLASSIFIED

### SECURITY REQUIREMENTS CHECK LIST (SRCL)

#### LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>		NATO / OTAN <input type="checkbox"/>	
Foreign / Étranger <input type="checkbox"/>			
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>		All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>		Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:		Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input type="checkbox"/>		NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input type="checkbox"/>		NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input type="checkbox"/>		NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>		NATO SECRET NATO SECRET <input type="checkbox"/>	
SECRET <input checked="" type="checkbox"/>		COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>			
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>			
		PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
		PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
		PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
		CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
		SECRET <input type="checkbox"/>	
		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No: 2021000647

COMMON-PS-SRCL#34



Government  
of Canada

Gouvernement  
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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

☐ RELIABILITY STATUS  
COTE DE FIABILITÉ

☐ CONFIDENTIAL  
CONFIDENTIEL

☒ SECRET  
SECRET

☐ TOP SECRET  
TRÈS SECRET

☐ TOP SECRET - SIGINT  
TRÈS SECRET - SIGINT

☐ NATO CONFIDENTIAL  
NATO CONFIDENTIEL

☐ NATO SECRET  
NATO SECRET

☐ COSMIC TOP SECRET  
COSMIC TRÈS SECRET

☐ SITE ACCESS  
ACCÈS AUX EMPLACEMENTS

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

TBS/SCT 350-103(2004/12)

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO					COMSEC				
	A	B	C	CONFIDENTIAL  CONFIDENTIEL	SECRET	TOP SECRET  TRÈS SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
							NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL		COSMIC TRÈS SECRET	A	B	C	CONFIDENTIAL		TOP SECRET
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Canada Border  
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Government  
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Gouvernement  
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Chris Lanoue	Director SSMD	<i>Chris Lanoue</i>
Telephone No. - N° de téléphone 343-291-6383	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel chris.lanoue@cbsa-asfc.gc.ca
		Date 2020-05-30

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Digitally signed by LAFORTUNE STEPHANE Date: 2020.07.14 10:55:43 -04'00'
Stephane Lafortune	Team Leader	LAFORTUNE STEPHANE	
Telephone No. - N° de téléphone 343-291-7776	Facsimile No. - N° de télécopieur 343-219-7778	E-mail address - Adresse courriel stephane.lafortune@cbsa-asfc.gc.ca	Date 2020.07.06

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?

Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No ☐ Yes  
☐ Non ☐ Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Digitally signed by ALEXANDER STEPHEN Date: 2020.08.05 19:46:25 -04'00'
STEPHEN ALEXANDER	CONTRACTING OFFICER	ALEXANDER STEPHEN	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Digitally signed by Saumur, Jacques O DN: cn=CA, ou=GC, ou=PWGSC-TPSGC, cn=Saumur, Jacques O Date: 2017.02.08 12:14:47 -05'00'
		Saumur, Jacques O	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

Jacques Saumur

Contract Security Officer

Contracts Security Division | Division des contrats sécurité /

Contract Security Program | Programme de sécurité des contrats /

Public Services and Procurement Canada | Services publics et Approvisionnement Canada

Jacques.Saumur@tpsgc-pwgsc.gc.ca

Telephone | Téléphone 613-948-1732

Facsimile | Télécopieur 613-948-1712

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

TASK AUTHORIZATION	
Contractor: Deloitte	Contract Number: 4741908987
Requisition Number: 1000353426	Financial Coding: 2540-010-00
Task Number: TA001	Date: July 9, 2020
<b>Title: Revenue Generation</b>	
<b>1. Required Work – Task Description of the Work Required</b>	
<p><b>Background</b></p> <p>The CBSA has identified the need to review its funding model in the face of increasing operational pressures. Research and analysis points to two broad revenue streams: improved revenue generation through the optimization of verification, audit, and compliance for the collection of taxes and duties, and the recovery of operational costs through cost recovery that enables the Agency to be reimbursed for services provided to business, people, and other governments.</p> <p>The fall 2019 work on the RG/CR strategy suggested that CBSA does not have a standardized approach to costing activities. The work identified numerous examples where the revenue charged by the Agency for services does not meet costs. These include out of date MOUs/agreements/contracts with OGDs, outdated regulatory charges for services outside of POE/regular hours, etc. In other cases, no cost recovery process is applied and the cost of services is simply absorbed by the Agency. This is the case for services for the import of goods and passage costs for trucks, couriers, and postal services, as well as Canadian travellers and foreign nationals.</p> <p>More recent RG/CR work demonstrated that in many cases Border 5 countries charge costs for services back to the users/clients, and border organizations collect significant fees to support operations. A key example is New Zealand, where cost recovery revenue collection is multiples of the revenues collected in Canada, despite the much smaller economy. New Zealand Customs recently published a comprehensive update of its revenue and cost recovery <i>Framework</i>, which includes clear principles that highlight several aspects of its approach to cost recovery, including determining whether revenues should be sourced through fees versus through general government (Crown) revenues. In the <i>Framework</i> all costing is done using an <i>activity-based costing</i> approach whereby cost objects are mapped to activities, and in turn activities are mapped to services provided, and connected to the trade chain partners or individuals who pay the fees.</p> <p><b>Task Description of Work Required</b></p> <ul style="list-style-type: none"> <li>• <b>Objective:</b> CBSA is developing a RG/CR strategy with options/recommendations for a funding framework and prioritized opportunities, implementation measures, and estimated financial impacts. The work under this TA will support the CBSA strategy by providing the following:             <ul style="list-style-type: none"> <li>○ descriptions of funding strategies/frameworks/models in B5 border agencies;</li> <li>○ outline of requirements for implementation of key opportunities (identified below);</li> <li>○ description of funding model options for the CBSA strategy with implementation and impact measures.</li> </ul> </li> </ul>	

- Approach:
  - Identify key questions and conduct interviews with CBSA branches to obtain input on findings related to implementation, and develop more detailed options/plans for implementation, including (where possible) the following information:
    - Current operational practice/policy/directive/legislative/regulatory mechanisms
    - Current financial impact
    - Options for change
    - Administrative implications (effect on operations)
    - Financial implications (ROI, estimated RG/CR, operational cost)
    - CBSA position (based on internal consultations)
    - Implementation requirements (administrative/policy mechanism/cost/timing)
    - Considerations (stakeholders; partners; political environment)
    - Opportunities to be included are as follows (based on three categories of operations):
      - Trade – where opportunities include optimization of audits and verifications and enhanced GST-focused audit and verification for large value importer (#1);
      - Commercial – where opportunities include passage-related fees for imports (#13), truck/rail (#14), postal channel goods (#15), penalties on lack of compliance for duties and GST (#3), and optimization for audits and verifications for postal and courier (#2);
      - Travellers – where the opportunity includes a fee for air travellers (#12).
  - Study and describe funding frameworks in B5 countries, including guiding principles, resources required, revenue generated, implementation measures, challenges and best practices.
  - Compare B5 models to Canada, taking into consideration available funding mechanisms for the federal government, and develop and present options for the CBSA.
  - Based on results of interviews and development of funding framework options, map high level critical paths that include activities to be undertaken for the model, and link to activities, timelines, and financial results (potential RG/CR) for specific opportunities.

The study should accomplish the following:

Review and **describe the funding frameworks** in Border 5 countries, not only those with a cost recovery regime (i.e. New Zealand), but also examples of how agencies are financed, including revenue generation to the “Crown”. Elements to be considered and described should include best practices, guidelines, policies, directives, frameworks, and/or models on which they are based. Review should consider and highlight any RG/CR processes as well as founding principles upon which the B5 frameworks are based. Work should also describe the specific mechanisms by which the frameworks were implemented and how they are administered. Where possible, identify timelines, challenges, resources required, etc. for implementation.

Draw comparisons between the existing situation in Canada and the B5 examples, describing similarities and differences with Canadian principles, norms, legislation, regulation, revenue generation,

administration, etc. Develop **options for Canada**, identifying and describing the potential/forecast impacts of the opportunities in terms of RG/CR based on the estimates established and any additional information from the ongoing work of the Agency (e.g. sampling results). This should include not only the economic impact of options on cost recovery, but revenue generation for the Government of Canada broadly, as well as any mechanisms whereby border organizations are authorized to benefit from such revenues for operations.

Finally, describe the ways in which options could be implemented in Canada, including timelines, activities to be undertaken, resources required, critical path with sequencing of existing identified opportunities, identify key assumptions and barriers, and risk mitigation options.

### Activities and Deliverables

The contractor will deliver weekly updates summarizing the research, analysis, and consultations during the task authorization period.

Key deliverables include:

- Deliverable A (Work Plan):
  - Work plan for the duration of the Task Authorization, broken down on a weekly basis, with forecast timelines for the preparation of questions and administration of interviews.
- Deliverable B (Preliminary Findings):
  - Findings for B5 funding models, including guiding principles, resources, mechanisms
  - Input to implementation plans for specific RG/CR opportunities
  - Approach / outline for Final Report
  - Report would act as both preliminary findings and opportunity for the contract authority to comment on outline for Final Report
- Deliverable C (Draft Final Report):
  - Comparison of B5 funding models to Canada
  - Implementation plans for specific RG/CR opportunities
  - Description of funding model options for Canada, and implementation considerations and measures
- Deliverable D (Final Report):
  - Final report with CBSA comments addressed

The detailed contractor activities and deliverables to be completed are described in Annex A.

<b>2. PERIOD OF SERVICES estimated:</b>	From:	From the Date of TA award	To:	September 11, 2020
<b>3. Work Location</b>	National Capital Region (NCR)			
<b>4. Travel Requirements</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Specify:			
<b>5. Other Conditions /Restraints</b>	As per the Contract: 4741908987 CONFIDENTIALITY UNDERTAKING			
<b>6. Task Proposal</b>	Estimated Cost <input type="checkbox"/>	Fixed Price	<input checked="" type="checkbox"/> \$ 180,000	



<b>7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>			
<input checked="" type="checkbox"/> Reliability Status <input type="checkbox"/> Secret <input type="checkbox"/> Top Secret <input type="checkbox"/> Other			
<b>7a. Resource Category and Level:</b> <ul style="list-style-type: none"> <li>• – Senior Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Junior Business Consultant</li> </ul>			
<b>TA Proposal</b>			
<b>8. Estimated Cost Contract</b>			
Preliminary Findings	Invoice #1		\$80,000
Final Report	Invoice #2		\$100,000
Professional services fixed price			<b>\$180,000</b>
HST			\$ 23,400
Total Labour Cost			\$ 203,400
Total Travel & Living Cost			\$ 0
<b>Grand Total for Labour and Travel</b>			<b>\$ 203,400</b>
<b>9. TA Revisions Previously Authorized: NA</b>			
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
<b>10. New TA Revision: NA</b>			
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
<b>11. Signing Authorities</b>			
Contractor's Representative	Deloitte	Date July 13, 2020	Signature
Project Authority	CBSA	Date July 10, 2020	Signature <i>Bradley Bélanger</i>

Contracting Authority	CBSA	Date	<b>DEROUIN MICHEL</b> <small>Digitally signed by DEROUIN MICHEL          DN: cn=CBSA, o=gc, ou=ccra-adrc, ou=PERSONNEL, cn=DEROUIN MICHEL +          SERIALNUMBER=2015286231103657          Reason: I am the author of this document          Location: your signing location here          Date: 2020-07-17 16:18:33          Foxit PhantomPDF Version: 9.7.0</small>
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## 12. Basis of Payment & Invoicing

In accordance with the article entitled "Basis of Payment" in the Contract.

Payment to be made based on receipt of key deliverables described in the activities table, subject to full acceptance by the Project/Technical Authority.

Total of payments not to exceed the grand total.

Original invoices shall be sent to the Project/Technical Authority. One copy of each invoice, together with attachments, shall be sent to the Contracting Authority.

## Annex A: Contractor Activities & Deliverables/Timelines

1 July 13 - 17	2 – 4 July 20 – Aug 7	5 Aug 10 - 14	6 and 7 Aug 17 - 28	8 Aug 31 – Sep 4	9 Sep 7 - 11
Planning & Approach	Conduct Analysis	Develop Preliminary Observations	Develop Funding Options	Draft Final Report	Final Report
<p>The contractor will</p> <ul style="list-style-type: none"> <li>Develop a work plan with key activities outlined by week</li> <li>Hold a kick-off meeting with the Project Authority to discuss and confirm work plan and specific opportunities for implementation planning and financial analysis</li> <li>Confirm interview candidates and schedule interviews</li> </ul>	<p><b>Funding Models in B5 Border Agencies</b></p> <ul style="list-style-type: none"> <li>Study and describe funding frameworks for border agencies in B5 countries, including guiding principles, resources required, revenue generated, implementation measures, challenges, and best practices.</li> <li>Conduct interviews with contractor internal network for further insights.</li> </ul> <p><b>Implementation Requirements for Key Opportunities</b></p> <ul style="list-style-type: none"> <li>Identify key questions and conduct interviews with CBSA branches to build on the May 29 report on requirements for implementation, as outlined in TA "Approach" section.</li> </ul>	<p><b>The contractor will</b></p> <ul style="list-style-type: none"> <li>Consolidate analysis and recommendations into a Preliminary Observations report (Deliverable B)</li> <li>Propose an approach/outline to presenting the options in the Final Report (Deliverable D).</li> <li>Provide Deliverable B</li> <li>Hold a meeting with the CBSA Project Authority to present/discuss Deliverable B</li> <li>Address CBSA comments on Deliverable B</li> <li>Provide revised Deliverable B</li> </ul> <p><b>The CBSA Project Authority will provide the contractor with:</b></p> <ul style="list-style-type: none"> <li>Comments on Deliverable B</li> <li>Confirmation of its acceptance of Deliverable B once comments have been addressed</li> </ul>	<p><b>The contractor will</b></p> <ul style="list-style-type: none"> <li>Compare B5 funding models to Canada, and develop options for the CBSA</li> <li>Develop high-level implementation plans for specific opportunities, including critical path items and timelines for financial results (potential RG/CR)</li> <li>Develop implementation considerations for overall funding model, including critical path items</li> </ul>	<p><b>The contractor will</b></p> <ul style="list-style-type: none"> <li>Provide a draft final report (Deliverable C)</li> <li>Hold a meeting with the CBSA Project Authority to present/ discuss Deliverable C</li> <li>Provide Deliverable C two days in advance of the meeting.</li> </ul> <p><b>The CBSA Project Authority will provide the contractor with</b></p> <ul style="list-style-type: none"> <li>Comments on Deliverable C in writing after this meeting and in advance of the provision of Deliverable D</li> </ul>	<p><b>The contractor will</b></p> <ul style="list-style-type: none"> <li>Revise Deliverable C to address comments from the Project Authority</li> <li>Deliver the FINAL Deliverable D. Deliverable D is expected to address outcomes as outlined in the <i>Approach</i> section of this TA</li> </ul>
• Deliverable A: Work Plan		• Deliverable B: Preliminary Findings		• Deliverable C: Draft Final Report	• Deliverable D: Final Report



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No 2021000810. / No du contrat : 2021000810

**Purchasing Office — Bureau des Achats :**

Canada Border Services Agency  
Agence des services frontaliers du Canada  
355 North River Road - 355 ch. North River  
17<sup>th</sup> Floor - 17<sup>ième</sup> étage  
Ottawa ON K1A 0L8

**Title — Sujet :**

ProServices - Stream 9: Business Consulting/Change  
Management: 9.3 Business Consultant, Senior

**Contract No. — N° du contrat :**

2021000810

**Contract — Contrat**

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

**D.D.P. — D.D.P. :**

Destination of Goods, Services, And Construction —  
Destination des biens, services et construction  
See herein — voir aux présentes

**Invoices to be sent to — Factures envoyer à :**

Canada Border Service Agency  
Agence des services frontaliers du Canada  
[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

The Vendor/Firm hereby accepts/acknowledges this contract  
— Le fournisseur/entrepreneur accepte/accuse réception du  
présent contrat :

Signature

Sept 3rd 2020  
Date

Name, title of person authorized to sign (type or print) —  
Nom et titre du signataire autorisé (caractère d'impression)

**Contracting Authority — Autorité contractante :**

Bruno Pedroza Daher

Telephone No. — No de  
téléphone:

343-551-6916

Fax No. — No de  
télécopieur :

**E-Mail Address — Courriel:**

[Bruno.PedrozaDaher@cbsa-asfc.gc.ca](mailto:Bruno.PedrozaDaher@cbsa-asfc.gc.ca)

Total Estimated Cost (HST  
incl.) /Coût total estimatif  
(TVH incl.) :

\$ 39,154.50

Currency Type -  
Genre de devise :

CAD

**Vendor / Firm Name and Address**

Raison sociale et adresse du fournisseur/de l'entrepreneur :

8005931 Canada Inc o/a Grey Oak Consulting  
200-1233 Drouin  
Casselman ON K0A 1M0  
613-204-1507  
@GreyOakCorp.ca

Signed for the President by — Signé pour le Président  
par :

Signature

Date

Name and Position Title — Nom et Titre du poste

Nancy Cleroux - Team Leader  
Strategic Procurement Division (SPD)



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No 2021000810. / No du contrat : 2021000810

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## RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid soliditation.

### Delivery Requirements outside a Comprehensive Land Claims Settlement Area

The Contract is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be processed individually.

#### 1. Security Requirements

#### Public Service and Procurement Canada file #common-professional services security requirement check list #6

1. The contractor/offeror must, at all times during the performance of the contract/standing offer, hold a valid designated organization screening (DOS), issued by the CSP of the ISS, PSPC
2. The contractor/offeror personnel requiring access to **protected** information, assets or sensitive work site(s) must **each** hold a valid **reliability status**, granted or approved by the CSP/ISS/PSPC
3. The contractor/offeror **must not** remove any **protected** information or assets from the identified work site(s), and the contractor/offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are **not** to be awarded without the prior written permission of the CSP/ISS/ PSPC
5. The contractor/offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex B;
  2. Industrial Security Manual (Latest Edition).

#### ADDITIONAL SECURITY REQUIREMENT:

The CBSA, will conduct its own personnel Reliability Status assessment of the Contractor (specifically the Contractor personnel), which is allowed under the Treasury Board Secretariat of Canada's (TBS) "Security and Contracting Management Standard" and the Policy on Government Security – Personnel Security Standard. Reliability Status assessment conducted by the CBSA will include a credit check.

If the Contractor (specifically the Contractor personnel), has already been screened under the TBS Policy on Government Security - Personnel Security Standard, the Contractor (specifically the Contractor personnel), will still undergo a security screening process to be conducted by the CBSA.

The credit check and fingerprinting\*, if required, will be performed by an authorized security official with the CBSA's "Personnel Security Screening Section" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "Canadian and International Industrial Security Directorate" (CIISD).

Until the credit check, fingerprinting\* (if required) and all other security screening processes required have been completed and the Contractor (specifically the Contractor personnel) is deemed suitable by the CBSA, the Contractor (specifically the Contractor personnel) will not be permitted access to Protected / Classified information or assets, and further, will not be permitted to enter sites where such information or assets are kept.

**\*Fees are applicable. Fingerprinting, if required, will be at the Bidder's cost.**



## 2. Statement of Work

This Contract is being issued for the requirement of Professional Services **Business Consultant** for the Canada Border Services Agency (CBSA) under the ProServices Supply Arrangement (SA) method of supply which specifically covers requirements for below the value of any bid, at the time of bid closing, must not exceed the Canada-Korea Free Trade Agreement threshold (formal amendment to SA forthcoming) (including all taxes, travel and living, amendments, etc.). The work to be performed is detailed under Appendix "A" Statement of Work.

## 3. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

## 4. General Conditions

2010B (2020-05-28) General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

## 5. Term of Contract

The period of the Contract is from date of award to March 31, 2021 inclusive.

## 6. Authorities

### 6.1 Contracting Authority

Name: Bruno Pedroza Daher

Title: Senior Procurement and Contracts Officer Organization:

Canada Border Services Agency Branch: Comptrollership

Directorate: Strategic Procurement Division (SPD) Address: 355

North River Road, Ottawa, ON K1A 0L8 Telephone: 343-551-6916

E-mail address: [Bruno.PedrozaDaher@cbsa-asfc.gc.ca](mailto:Bruno.PedrozaDaher@cbsa-asfc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 6.2 Project Authority

Name: Carl Demarais

Title: Director General

Organization: Canada Border Services Agency - Transformation, Planning and Integration

Address: 100 Metcalfe St, 9th floor, Ottawa, On, K1A 0L8

Email: [carl.demarais@cbsa-asfc.gc.ca](mailto:carl.demarais@cbsa-asfc.gc.ca)

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be



discussed with the Project Authority; however the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 6.3 Contractor's Representative

200-1233 Drouin

Casselman ON K0A 1M0

[@GreyOakCorp.ca](mailto:info@GreyOakCorp.ca)

## 7. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

## 8. Payment

### 8.1 Basis of Payment

For the Work described in the Statement of Work in Annex A:

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in Annex B, to a limitation of expenditure as indicated on page 1 of this contract. Customs duties are included and Applicable Taxes are extra.

### 8.2 Authorized Travel and Living Expenses

Canada will not pay any travel or living expenses associated with performing the Work.

### 8.3 Limitation of Expenditure

Canada's total liability to the Contractor under the Contract must not exceed **\$ 34,650.00**. Customs duties are included and Applicable Taxes are extra. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

when it is 75% committed, or

four months before the contract expiry date, or

as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.



## 9. Method of Payment (Monthly Payments)

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

all such documents have been verified by Canada; the Work

performed has been accepted by Canada.

## 10. Accounts and Audit

1. The Contractor must keep proper accounts and records of the cost of performing the Work and of all expenditures or commitments made by the Contractor in connection with the Work, including all invoices, receipts and vouchers. The Contractor must retain records, including bills of lading and other evidence of transportation or delivery, for all deliveries made under the Contract.
2. If the Contract includes payment for time spent by the Contractor, its employees, representatives, agents or subcontractors performing the Work, the Contractor must keep a record of the actual time spent each day by each individual performing any part of the Work.
3. Unless Canada has consented in writing to its disposal, the Contractor must retain all the information described in this section for six years after it receives the final payment under the Contract, or until the settlement of all outstanding claims and disputes, whichever is later. During this time, the Contractor must make this information available for audit, inspection and examination by the representatives of Canada, who may make copies and take extracts. The Contractor must provide all reasonably required facilities for any audit and inspection and must furnish all the information as the representatives of Canada may from time to time require to perform a complete audit of the Contract.
4. The amount claimed under the contract, calculated in accordance with the Basis of Payment provision in the Articles of Agreement, is subject to government audit both before and after payment is made. If an audit is performed after payment, the Contractor agrees to repay any overpayment immediately on demand by Canada. Canada may hold back, deduct and set off any credits owing and unpaid under this section from any money that Canada owes to the Contractor at any time (including under other contracts). If Canada does not choose to exercise this right at any given time, Canada does not lose this right.

## 11. Time Verification

*SACC Manual* clause C0711C (2008-05-12) Time Verification

## 12. Invoicing Instructions

All invoices must be submitted using the following method (**only one copy of the invoice should be sent to the Agency**):

**Email:** Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned. vendors-

fournisseurs@cbsa-asfc.gc.ca

This email address is to be used for submitting invoices and for payment status inquiries.

### **Direct Deposit:**

The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.





Please contact [ca-ci@cbsa-asfc.gc.ca](mailto:ca-ci@cbsa-asfc.gc.ca) to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

**IMPORTANT NOTE: If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.**

### 13. No Responsibility to Pay for Work not performed due to Closure of Government Offices

(a) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

(b) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

### 14. Certifications Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 15. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

### 16. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- a) the Articles of Agreement;
- b) the general conditions 2010B (2020-05-28);
- c) Annex A, Statement of Work;
- d) Annex B, Basis of Payment
- e) Annex C, Security Requirements Check List;
- f) Supply Arrangement Number E60ZT-180026/189/ZT; and
- g) the Contractor's Proposal from June 15<sup>th</sup>, 2020.

### 17. Replacement of Specific Individuals

1. If specific individuals are identified in the Contract to perform the Work, the Contractor must provide the services of those individuals unless the Contractor is unable to do so for reasons beyond its control.

2. If the Contractor is unable to provide the services of any specific individual identified in the Contract, it must provide a replacement with similar qualifications and experience. The replacement must meet the criteria used in the selection of the Contractor and be acceptable to Canada. The Contractor must, as soon as possible, give notice to the Contracting Authority of the reason for replacing the individual and provide:

- (a) the name, qualifications and experience of the proposed replacement; and
- (b) proof that the proposed replacement has the required security clearance granted by Canada, if applicable.



3. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a replacement stop performing the Work. In such a case, the Contractor must immediately comply with the order and secure a further replacement in accordance with subsection 2. The fact that the Contracting Authority does not order that a replacement stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

#### **18. Ownership**

1. Unless provided otherwise in the Contract, the Work or any part of the Work belongs to Canada after delivery and acceptance by or on behalf of Canada.
2. However if any payment is made to the Contractor for or on account of any Work, either by way of progress or milestone payments, that work paid for by Canada belongs to Canada upon such payment being made. This transfer of ownership does not constitute acceptance by Canada of the Work or any part of the Work and does not relieve the Contractor of its obligation to perform the Work in accordance with the Contract.
3. Despite any transfer of ownership, the Contractor is responsible for any loss or damage to the Work or any part of the Work until it is delivered to Canada in accordance with the Contract. Even after delivery, the Contractor remains responsible for any loss or damage to any part of the Work caused by the Contractor or any subcontractor.
4. Upon transfer of ownership to the Work or any part of the Work to Canada, the Contractor must, if requested by Canada, establish to Canada's satisfaction that the title is free and clear of all claims, liens, attachments, charges or encumbrances. The Contractor must execute any conveyances and other instruments necessary to perfect the title that Canada may require.

#### **19. Identification Protocol Responsibilities**

The Contractor will be responsible for ensuring that any of its resources, representatives or subcontractors complies with the following self-identification requirements:

- a. Contractors who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if they are a Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Government of Canada employee;
- b. During the performance of any Work at a Government of Canada site, the Contractor must be clearly identified at all times as being a Contractor; and
- c. If a Contractor requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as a Contractor in all electronic mail including the signature block as well as under "Properties". This identification protocol must also be used in all other correspondence, communication, and documentation;
- d. If Canada determines that the Contractor are in breach of any obligation stated in this clause, upon written notice from Canada the Contractor must submit a written action plan describing the corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client or the Contracting Authority, and twenty working days to rectify the underlying problem; and
- e. In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

#### **20. Intellectual Property Infringement and Royalties**

1. The Contractor represents and warrants that, to the best of its knowledge, neither it nor Canada will infringe any third party's intellectual property rights in performing or using the Work, and that Canada will have no obligation to pay royalties of any kind to anyone in connection with the Work.
2. If anyone makes a claim against Canada or the Contractor concerning intellectual property infringement or royalties related to the Work, that Party agrees to notify the other Party in writing immediately. If anyone brings a claim against Canada, according to



Department of Justice Act, R.S., 1985, c. J-2, the Attorney General of Canada must have the regulation and conduct of all litigation for or against Canada, but the Attorney General may request that the Contractor defend Canada against the claim. In either case, the Contractor agrees to participate fully in the defence and any settlement negotiations and to pay all costs, damages and legal costs incurred or payable as a result of the claim, including the amount of any settlement. Both Parties agree not to settle any claim unless the other Party first approves the settlement in writing.

3. The Contractor has no obligation regarding claims that were only made because:

- (a) Canada modified the Work or part of the Work without the Contractor's consent or used the Work or part of the Work without following a requirement of the Contract; or
- (b) Canada used the Work or part of the Work with a product that the Contractor did not supply under the Contract (unless that use is described in the Contract or the manufacturer's specifications); or
- (c) the Contractor used equipment, drawings, specifications or other information supplied to the Contractor by Canada (or by someone authorized by Canada); or
- (d) the Contractor used a specific item of equipment or software that it obtained because of specific instructions from the Contracting Authority; however, this exception only applies if the Contractor has included the following language in its own contract with the supplier of that equipment or software: "[Supplier name] acknowledges that the purchased items will be used by the Government of Canada. If a third party claims that equipment or software supplied under this contract infringes any intellectual property right, [supplier name], if requested to do so by either [Contractor name] or Canada, will defend both [Contractor name] and Canada against that claim at its own expense and will pay all costs, damages and legal fees payable as a result of that infringement." Obtaining this protection from the supplier is the Contractor's responsibility and, if the Contractor does not do so, it will be responsible to Canada for the claim.

4. If anyone claims that, as a result of the Work, the Contractor or Canada is infringing its intellectual property rights, the Contractor must immediately do one of the following:

- (a) take whatever steps are necessary to allow Canada to continue to use the allegedly infringing part of the Work; or
- (b) modify or replace the Work to avoid intellectual property infringement, while ensuring that the Work continues to meet all the requirements of the Contract; or
- (c) take back the Work and refund any part of the Contract Price that Canada has already paid.

If the Contractor determines that none of these alternatives can reasonably be achieved, or if the Contractor fails to take any of these steps within a reasonable amount of time, Canada may choose either to require the Contractor to do (c), or to take whatever steps are necessary to acquire the rights to use the allegedly infringing part(s) of the Work itself, in which case the Contractor must reimburse Canada for all the costs it incurs to do so.

## 21. Dispute Resolution

The Parties agree to make every reasonable effort, in good faith, to settle amicably all disputes or claims relating to or arising from the Contract, through negotiations between the Parties' representatives authorized to settle. If the Parties do not reach a settlement within 10 working days, each party hereby consents to fully participate in and bear the cost of mediation led by the Procurement Ombudsman pursuant to Subsection 22.1(3)(d) of the *Department of Public Work and Government Services Act* and Section 23 of the *Procurement Ombudsman Regulations*.

The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169, by e-mail at [boa.opo@boa-gc.ca](mailto:boa.opo@boa-gc.ca), or by web at [www.opo-boa.gc.ca](http://www.opo-boa.gc.ca).

## 22. Contract Administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by the complainant respecting the administration of the Contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met.



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No 2021000810. / N° du contrat : 2021000810

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To file a complaint, the Office of the Procurement Ombudsman may be contacted by e-mail at [boa.opo@boa-opo.gc.ca](mailto:boa.opo@boa-opo.gc.ca), by telephone at 1-866-734-5169, or by web at [www.opo-boa.gc.ca](http://www.opo-boa.gc.ca).



## ANNEX A - STATEMENT OF WORK

### INTRODUCTION

In support of the Agency's functional management model initiative and the Intelligence and Enforcement Branch's transformation the Transformation, Planning and Coordination Directorate (TPCD) will be contracting a business service provider to develop a strategy providing strategic business advice, guidance and recommendations related to the procurement of goods and services.

The CBSA requires one (1) **Business Consultant** resource for the Transformation, Planning and Coordination Division (TPCD).

### BACKGROUND

The CBSA has embarked on a journey to transform and modernize the way they work. In collaboration with the Chief Transformation Officer, they are enhancing the functional management model and evolving the Agency's risk-based compliance business model where utilization of advanced data analytics will be critical and where functions and resources will be designated and arranged based on the core business of the organization.

The TPCD, who is part of the Intelligence and Enforcement Branch (IEB) have priorities to Enhance the Functional Management Model, build a healthy, inclusive, engaged and productive workforce, protect the integrity of the refugee determination system and advance the implementation of the National Immigration Detention Framework and deliver focused and risk-based border management and enforcement results.

Work completed to date includes the Integrated Business Plan (IBP), the main planning tool used by the Branch. The process leads to the development of priority driven, risk-informed plans that enable us to better articulate planned milestones and performance targets and to measure progress given the allotted budget. The information presented in the 2020-21 IBP was populated based on consultation with the entire executive cadre of the I&E business line, enabling branches and other business lines during a two day planning session held in February 2020.

The 3-5 year priorities were established at the same time, focusing on the following three broad themes: Delivering I&E's core business; Transformation and modernization; and, Leadership, unity of purpose, and taking care of our people.

In order to achieve our 3-5 year priorities a number of professional services will be contracted to facilitate the development of supporting strategies and integration of enabling tools designed to achieve our goals.

The contractor identified will be engaged in the further development of strategic planning and design sessions to facilitate the further development and forward progress of our strategic vision of Transformation.

### OBJECTIVE



The objective of this contract is the provision of strategic business and procurement advice, guidance and recommendations related to the procurement of goods and services in the form of an overall business strategy, focused on I&E's core business of Transformation and modernization, Leadership, unity of purpose, and taking care of our people, as outlined in I&E's 3-5 Integrated Business Plan.

## SCOPE OF WORK

The TPCD requires strategic business and procurement advice, guidance and recommendations related to the procurement of goods and services. The Contractor will develop a strategy for addressing these tasks and initiating the required work.

The **Business Consultant** will work with the client to develop procurement approaches, technical and business requirements and all other associated procurement related tasks.

## TASKS

To "scope" a number of requirements, strategies and advise the Intelligence and Enforcement Branch (IEB) in support of ongoing Renewal, Functional Management Model and Efficiency and Modernization initiatives in progress and in development. IEB requires assistance and guidance for the following initiatives:

- Performance reporting reviews including effectiveness measures and studies involving social harm
- End state vision for I&E
- Workforce renewal: career-pathing and succession planning
- Staffing: selection processes for new hires
- Management development and leadership: career-pathing and succession planning at the manager / executive level

Based on our interpretation of the work required, the services may include, but are not limited to the following:

1. Advising Senior Management on a range of issues affecting the organization's ability to achieve the business objectives;
2. Making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations;
3. Collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports;
4. Defining and producing business requirement document;
5. Assisting stakeholders with understanding their strategic goals;
6. Analyzing stakeholder's business objectives and recommending and developing solutions to address their business problem;
7. Defining, developing and implementing business strategies and plans;
8. Planning and coordinating activities including financial estimates, business requirements and contracting options;
9. Providing briefings on progress and concerns;
10. Planning, coordinating, preparing and controlling documentation for procurement plan and process, depending on method of procurement;



11. Planning and coordinating the activities of project contractors and other support providers;
12. Preparing, reviewing and/or finalizing Statement of Work;
13. Preparing draft selection methodologies, evaluation plans, evaluation criteria (mandatory and point rated) and evaluation schedules for procurement;
14. Monitoring the implementation and operations of the contract against established goals, objectives and milestones;
15. Identifying potential problems and propose solutions; and
16. Ensuring management staff is provided with timely and accurate project information and status updates.

## DELIVERABLES

DELIVERABLES	Phase	Activities	Deliverables	Schedule
	Development Phase	Review baseline information  Develop high level plan for completion of work		Must be completed within first half of the contract time frame awarded
	Assessment Phase	Collecting and analyzing information on complex issues  Coordinating research as required with stakeholders  Defining and producing business requirement document  Identify best practices and benchmarks  Feasibility assessment and best way forward analysis  Develop interim status report	Interim Status Report in editable, electronic MS Word or Excel	Must be completed a minimum of 3 weeks prior to contract termination.
	Documentation Phase	Develop strategic vision guidelines and deliverables to address I&E challenges and business needs  Ensure that all documentation is in "plain" English and ready for simple web-type searches	Final Report in editable, electronic MS Word or Excel	Must be completed a minimum of 2 weeks prior to contract ending.



<p>All deliverables are subject to the review and acceptance of the Project Authority prior to payment.</p> <p>All deliverables are to be in English both in hard copy and soft.</p>
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## **CLIENT SUPPORT**

Should the nature of the work require that some of the services be executed on site at CBSA offices in Ottawa, the CBSA will supply suitable work space, including a work station, a computer and a telephone as required.

The CBSA will be required to provide business subject matter expertise during requirement gathering, perform deliverable reviews and provide consultation as required during the project period. All CBSA resources assigned to work with the project must be able to answer queries.

The contractor will be provided with a CBSA user ID, password, laptop, and other materials as required in order to process, store, and/or transmit CBSA data on the CBSA network during the contract. The use of contractor IT systems must not be utilized. If required, the Contractor's resource will have the ability to remove the laptop from the CBSA office and work off-site as required.

## **LANGUAGE OF WORK**

The Contractor resource must be fluent in both official languages (English and French). All documentation (reports, decks, etc.) will be provided in English.

## **LOCATION OF WORK**

The resource will be required to be onsite (CBSA Premises) to collect data and attend meetings in person or virtually. Other portions of the work can be completed at the resource place of work.

## **SECURITY REQUIREMENTS**

The contractor resource will have access to Protected B information.

## **TRAVEL REQUIREMENTS**

No travel will be required.





## ANNEX B - BASIS OF PAYMENT

### A. CONTRACT PERIOD

During the period of the contract, the Contractor will be paid as specified below for work performed in accordance with the contract.

The Contractor will be paid as specified below for work performed in accordance with the Contract.

Services	days	Per Diem Rate	Total
ProServices – Stream 9: Business Consulting/Change Management: 9.3 Business Consultant, Senior			\$34,650.00

#### 1.1 Definition of a Day/Proration:

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked} \times \text{applicable firm per diem rate}}{7.5 \text{ hours}}$$

- (i) All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- (iii) No overtime charges will be authorized under the Contract. All time worked will be compensated according to terms of payment.

#### 1.2 GST/HST

- a) All prices and amounts of money in the contract are exclusive of Goods and Services Tax (GST) or Harmonized Sales Tax (HST), as applicable, unless otherwise indicated. The GST or HST, whichever is applicable, is extra to the price herein and will be paid by Canada.
- b) The estimated HST is included in the total estimated cost shown on page 1 of this Contract. The estimated HST to the extent applicable will be incorporated into all invoices and progress claims and shown as a separate item on invoices and progress claims. All items that are zero-rated, exempt, or to which the HST does not apply, are to be identified as such on all invoices. The Contractor agrees to remit to Canada Revenue Agency (CRA) any amounts of HST paid or due.
- c) All deliverables are F.O.B. Destination, and Canadian Customs Duty included, where applicable.



- d) The Crown will not accept any travel and living expenses incurred by the Contractor as a consequence of any relocation required to satisfy the terms of the Contract.

All estimates contained in the Contract relating to travel, optional items or as and when requested goods or services are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to exercise such options or purchase such services.

## **2.0 TRAVEL AND LIVING EXPENSES**

Canada will not accept any travel and living expenses.

These expenses are included in the all-inclusive firm prices specified in the Financial Proposal.



Canada Border  
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## ANNEX C - SECURITY REQUIREMENT CHECK LIST

COMMON-PS-SRCL#6



Government  
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Gouvernement  
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

### SECURITY REQUIREMENTS CHECK LIST (SRCL)

#### LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
Canada Border Services Agency		Enforcement and Intelligence	
3. a) Subcontract Number / Numéro du contrat de sous-traitance 847875CEP00001		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant 8005931 Canada Inc c/o Grey Oak Consulting	
4. Brief Description of Work / Brève description du travail IEB requires strategic business and procurement advice, guidance and recommendations related to the procurement of goods and services. The Contractor will develop a strategy for addressing these tasks and initiating the required work, working with the client to develop procurement approaches, technical and business requirements and all other associated procurement related tasks.			
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No Non	<input checked="" type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non	<input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion			
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable À ne pas diffuser <input type="checkbox"/>			
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

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Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



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**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- |   |   |   |  |
|---|---|---|--|
| <input checked="" type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITE | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input type="checkbox"/> SECRET<br>SECRET           | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET - SIGINT<br>TRÈS SECRET - SIGINT        | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS              |   |   |  |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? ☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? ☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? ☒ No ☐ Yes  
Non Oui

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



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**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

<b>13. Organization Project Authority / Chargé de projet de l'organisme</b>			
Name (print) - Nom (en lettres moulées) Dale A. Brown		Title - Titre Manager	
Signature BROWN DALE		Date August 8, 2020	
Telephone No. - N° de téléphone 343 291 6071	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel dale.brown2@cbasa-asfc.gc.ca	Date August 8, 2020
<b>14. Organization Security Authority / Responsable de la sécurité de l'organisme</b>			
Name (print) - Nom (en lettres moulées) Kavita Maharaj		Title - Titre Security Advisor	
Signature MAHARA J KAVITA		Date 2020-08-25	
Telephone No. - N° de téléphone 604-830-7764	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel Kavita.Maharaj@cbasa.gc.ca	Date 2020-08-25
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes? <input type="checkbox"/> No <input type="checkbox"/> Yes Non Oui			
<b>16. Procurement Officer / Agent d'approvisionnement</b>			
Name (print) - Nom (en lettres moulées)		Title - Titre	
Signature PEDROZADAHER BRUNO		Date	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
<b>17. Contracting Security Authority / Autorité contractante en matière de sécurité</b>			
Name (print) - Nom (en lettres moulées) Jacques Saumur		Title - Titre Quality Assurance Officer	
Signature Saumur, Jacques O		Date 2019.10.30 08:07:37 -0400	
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel jacques.saumur@tpsgc-pwgsc.gc.ca	Date

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

TASK AUTHORIZATION	
Contractor: Deloitte	Contract Number: 4741908987
Requisition Number: 1000353426 PO Number: 2021000608	Financial Coding: 2540-010-00
Task Number: TA001 – Amd1	Date: September 10, 2020
<b>Title: Revenue Generation</b>	
<b>1. Required Work – Task Description of the Work Required</b>	
<p><b>Background</b></p> <p>The CBSA has identified the need to review its funding model in the face of increasing operational pressures. Research and analysis points to two broad revenue streams: improved revenue generation through the optimization of verification, audit, and compliance for the collection of taxes and duties, and the recovery of operational costs through cost recovery that enables the Agency to be reimbursed for services provided to business, people, and other governments.</p> <p>The fall 2019 work on the RG/CR strategy suggested that CBSA does not have a standardized approach to costing activities. The work identified numerous examples where the revenue charged by the Agency for services does not meet costs. These include out of date MOUs/agreements/contracts with OGDs, outdated regulatory charges for services outside of POE/regular hours, etc. In other cases, no cost recovery process is applied and the cost of services is simply absorbed by the Agency. This is the case for services for the import of goods and passage costs for trucks, couriers, and postal services, as well as Canadian travellers and foreign nationals.</p> <p>More recent RG/CR work demonstrated that in many cases Border 5 countries charge costs for services back to the users/clients, and border organizations collect significant fees to support operations. A key example is New Zealand, where cost recovery revenue collection is multiples of the revenues collected in Canada, despite the much smaller economy. New Zealand Customs recently published a comprehensive update of its revenue and cost recovery <i>Framework</i>, which includes clear principles that highlight several aspects of its approach to cost recovery, including determining whether revenues should be sourced through fees versus through general government (Crown) revenues. In the <i>Framework</i> all costing is done using an <i>activity-based costing</i> approach whereby cost objects are mapped to activities, and in turn activities are mapped to services provided, and connected to the trade chain partners or individuals who pay the fees.</p> <p><b>Task Description of Work Required</b></p> <ul style="list-style-type: none"> <li>• <b><u>Objective:</u></b> CBSA is developing a RG/CR strategy with options/recommendations for a funding framework and prioritized opportunities, implementation measures, and estimated financial impacts. The work under this TA will support the CBSA strategy by providing the following:             <ul style="list-style-type: none"> <li>○ descriptions of funding strategies/frameworks/models in B5 border agencies;</li> <li>○ outline of requirements for implementation of key opportunities (identified below);</li> <li>○ description of funding model options for the CBSA strategy with implementation and impact measures.</li> </ul> </li> </ul>	

- Approach:
  - Identify key questions and conduct interviews with CBSA branches to obtain input on findings related to implementation, and develop more detailed options/plans for implementation, including (where possible) the following information:
    - Current operational practice/policy/directive/legislative/regulatory mechanisms
    - Current financial impact
    - Options for change
    - Administrative implications (effect on operations)
    - Financial implications (ROI, estimated RG/CR, operational cost)
    - CBSA position (based on internal consultations)
    - Implementation requirements (administrative/policy mechanism/cost/timing)
    - Considerations (stakeholders; partners; political environment)
    - Opportunities to be included are as follows (based on three categories of operations):
      - Trade – where opportunities include optimization of audits and verifications and enhanced GST-focused audit and verification for large value importer (#1);
      - Commercial – where opportunities include passage-related fees for imports (#13), truck/rail (#14), postal channel goods (#15), penalties on lack of compliance for duties and GST (#3), and optimization for audits and verifications for postal and courier (#2);
      - Travellers – where the opportunity includes a fee for air travellers (#12).
  - Study and describe funding frameworks in B5 countries, including guiding principles, resources required, revenue generated, implementation measures, challenges and best practices.
  - Compare B5 models to Canada, taking into consideration available funding mechanisms for the federal government, and develop and present options for the CBSA.
  - Based on results of interviews and development of funding framework options, map high level critical paths that include activities to be undertaken for the model, and link to activities, timelines, and financial results (potential RG/CR) for specific opportunities.

The study should accomplish the following:

Review and **describe the funding frameworks** in Border 5 countries, not only those with a cost recovery regime (i.e. New Zealand), but also examples of how agencies are financed, including revenue generation to the “Crown”. Elements to be considered and described should include best practices, guidelines, policies, directives, frameworks, and/or models on which they are based. Review should consider and highlight any RG/CR processes as well as founding principles upon which the B5 frameworks are based. Work should also describe the specific mechanisms by which the frameworks were implemented and how they are administered. Where possible, identify timelines, challenges, resources required, etc. for implementation.



Draw comparisons between the existing situation in Canada and the B5 examples, describing similarities and differences with Canadian principles, norms, legislation, regulation, revenue generation, administration, etc. Develop **options for Canada**, identifying and describing the potential/forecast impacts of the opportunities in terms of RG/CR based on the estimates established and any additional information from the ongoing work of the Agency (e.g. sampling results). This should include not only the economic impact of options on cost recovery, but revenue generation for the Government of Canada broadly, as well as any mechanisms whereby border organizations are authorized to benefit from such revenues for operations.

Finally, describe the ways in which options could be implemented in Canada, including timelines, activities to be undertaken, resources required, critical path with sequencing of existing identified opportunities, identify key assumptions and barriers, and risk mitigation options.

### Activities and Deliverables

The contractor will deliver weekly updates summarizing the research, analysis, and consultations during the task authorization period.

Key deliverables include:

- Deliverable A (Work Plan):
  - Work plan for the duration of the Task Authorization, broken down on a weekly basis, with forecast timelines for the preparation of questions and administration of interviews.
- Deliverable B (Preliminary Findings):
  - Findings for B5 funding models, including guiding principles, resources, mechanisms
  - Input to implementation plans for specific RG/CR opportunities
  - Approach / outline for Final Report
  - Report would act as both preliminary findings and opportunity for the contract authority to comment on outline for Final Report
- Deliverable C (Draft Final Report):
  - Comparison of B5 funding models to Canada
  - Implementation plans for specific RG/CR opportunities
  - Description of funding model options for Canada, and implementation considerations and measures
- Deliverable D (Final Report):
  - Final report with CBSA comments addressed

The detailed contractor activities and deliverables to be completed are described in Annex A.

<b>2. PERIOD OF SERVICES estimated:</b>	From:	From the Date of TA award	To:	September 30th, 2020
<b>3. Work Location</b>	National Capital Region (NCR)			
<b>4. Travel Requirements</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Specify:			
<b>5. Other Conditions /Restrains</b>	As per the Contract: 4741908987 CONFIDENTIALITY UNDERTAKING			

<b>6. Task Proposal</b>		Estimated Cost <input type="checkbox"/>	Fixed Price <input checked="" type="checkbox"/> \$ 180,000																								
<b>7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>																											
<input checked="" type="checkbox"/> Reliability Status <input type="checkbox"/> Secret <input type="checkbox"/> Top Secret <input type="checkbox"/> Other																											
<b>7a. Resource Category and Level:</b> <ul style="list-style-type: none"> <li>• – Senior Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Intermediate Business Consultant</li> <li>• – Junior Business Consultant</li> <li>• – Junior Business Consultant</li> </ul>																											
<table border="1"> <thead> <tr> <th>Level</th> <th>Per Diem</th> <th>Total Days</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Senior</td> <td>\$</td> <td></td> <td></td> </tr> <tr> <td>Intermediate</td> <td>\$</td> <td></td> <td></td> </tr> <tr> <td>Junior</td> <td>\$</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td><b>Total</b></td> <td>\$180,600</td> </tr> </tbody> </table>				Level	Per Diem	Total Days	Amount	Senior	\$			Intermediate	\$			Junior	\$									<b>Total</b>	\$180,600
Level	Per Diem	Total Days	Amount																								
Senior	\$																										
Intermediate	\$																										
Junior	\$																										
		<b>Total</b>	\$180,600																								
<b>TA Proposal</b>																											
<b>8. Estimated Cost Contract</b>																											
Preliminary Findings	Invoice #1	\$80,000																									
Final Report	Invoice #2	\$100,000																									
Professional services fixed price		<b>\$180,000</b>																									
HST		\$ 23,400																									
Total Labour Cost		\$ 203,400																									
Total Travel & Living Cost		\$ 0																									
<b>Grand Total for Labour and Travel</b>		<b>\$ 203,400</b>																									
<b>9. TA Revisions Previously Authorized: NA</b>																											
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):																									
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):																									
<b>10. New TA Revision: NA</b>																											
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):																									
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):																									

## 11. Signing Authorities

Contractor's Representative	Deloitte	Date September 14, 2020	Signature
Project Authority Bradley Bélanger	CBSA	Date September 11, 2020	Signature <i>Bradley Bélanger</i>
Contracting Authority	CBSA	Date <b>CLEROUX NANCY</b>	Signature Digitally signed by CLEROUX NANCY Date: 2020.09.11 15:03:12 -04'00'

## 12. Basis of Payment & Invoicing

In accordance with the article entitled "Basis of Payment" in the Contract

Payment to be made based on receipt of key deliverables described in the activities table, subject to full acceptance by the Project/Technical Authority.

Total of payments not to exceed the grand total.

Original invoices shall be sent to the Project/Technical Authority. One copy of each invoice, together with attachments, shall be sent to the Contracting Authority.

## Annex A: Contractor Activities & Deliverables/Timelines

1 – 2 July 20 – 31	3 – 7 Aug 4 – Sep 4	8 Sep 8 - 11	9 Sep 14 – 18	10 – 11 Sep 21 – 30		
Planning & Approach	Conduct Analysis	Develop Preliminary Observations	Develop Funding Options	Draft Final Report	Final Report	Follow up and confirmations
The contractor will <ul style="list-style-type: none"><li>Develop a work plan with key activities outlined by week</li><li>Hold a kick-off meeting with the Project Authority to discuss and confirm work plan and specific</li></ul>	<b>Funding Models in B5 Border Agencies</b> <ul style="list-style-type: none"><li>Study and describe funding frameworks for border agencies in B5 countries, including guiding principles, resources required, revenue generated, implementati</li></ul>	<b>The contractor will</b> <ul style="list-style-type: none"><li>Consolidate analysis and recommendations into a Preliminary Observation s report (Deliverable B)</li><li>Propose an approach/outline to presenting the options in the Final Report</li></ul>	<b>The contractor will</b> <ul style="list-style-type: none"><li>Compare B5 funding models to Canada, and develop options for the CBSA</li><li>Develop high-level implementation plans for specific opportunities, including critical path items and</li></ul>	<b>The contractor will</b> <ul style="list-style-type: none"><li>Provide a draft final report (Deliverable C)</li><li>Hold a meeting with the CBSA Project Authority to present/discuss Deliverable C</li><li>Provide Deliverable C two days in advance of the meeting.</li></ul>	<b>The contractor will</b> <ul style="list-style-type: none"><li>Revise Deliverable C to address comments from the Project Authority</li><li>Deliver the FINAL Deliverable D. Deliverable D is expected to address</li></ul>	<b>The contractor will</b> Provide final services that may be required related to completion of the final report and analysis

<p>opportunities for implementation planning and financial analysis</p> <ul style="list-style-type: none"> <li>Confirm interview candidates and schedule interviews</li> </ul>	<p>on measures, challenges, and best practices.</p> <ul style="list-style-type: none"> <li>Conduct interviews with contractor internal network for further insights.</li> </ul> <p><b>Implementation Requirements for Key Opportunities</b></p> <ul style="list-style-type: none"> <li>Identify key questions and conduct interviews with CBSA branches to build on the May 29 report on requirements for implementation, as outlined in TA "Approach" section.</li> </ul>	<p>(Deliverable D).</p> <ul style="list-style-type: none"> <li>Provide Deliverable B</li> <li>Hold a meeting with the CBSA Project Authority to present/discuss Deliverable B</li> <li>Address CBSA comments on Deliverable B</li> <li>Provide revised Deliverable B</li> </ul> <p><b>The CBSA Project Authority will provide the contractor with:</b></p> <ul style="list-style-type: none"> <li>Comments on Deliverable B</li> <li>Confirmation of its acceptance of Deliverable B once comments have been addressed</li> </ul>	<p>timelines for financial results (potential RG/CR)</p> <ul style="list-style-type: none"> <li>Develop implementation considerations for overall funding model, including critical path items</li> </ul>	<p><b>The CBSA Project Authority will provide the contractor with</b></p> <ul style="list-style-type: none"> <li>Comments on Deliverable C in writing after this meeting and in advance of the provision of Deliverable D</li> </ul>	<p>outcomes as outlined in the <i>Approach</i> section of this TA</p>	
<ul style="list-style-type: none"> <li>Deliverable A: Work Plan</li> </ul>		<ul style="list-style-type: none"> <li>Deliverable B: Preliminary Findings</li> </ul>		<ul style="list-style-type: none"> <li>Deliverable C: Draft Final Report</li> </ul>	<ul style="list-style-type: none"> <li>Deliverable D: Final Report</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

TASK AUTHORIZATION				
Contractor: Deloitte	PSPC Contract Number: 47419-208987-001-ZQ			
PO number : 2021000931	Title : Financial Improvement Support Services			
Task Number: TA002	Outlined agreement : 4741908987			
Date: September 11, 2020	Requisition Number: 1000351945			
Amendment # : N/A	Financial Coding: 1630-000-00			
<b>Title: Develop FMM Implementation Support's Project Close Out Plan</b>				
<b>1. Required Work – Task Description of the Work Required</b>				
<p>The FMM implementation is one of multiple initiatives the Canada Border Services Agency is undertaking as part of its renewal efforts and is expected to make fully operational by March 2021. The role of the Chief Transformation Officer Branch (CTOB) in FMM Implementation Support is as shepherd/stewardship role at the Enterprise level. The DG FMM Implementation Support, CTO Branch, is accountable for the mandate and maintains a project-lite approach to implementation support, as well as is the key author of FMM foundational documents for CBSA.</p> <p>CTOB has been working on the structure, mandates, and terms of reference of governing bodies envisioned in FMM. We have also advanced the thinking on issues escalation/resolution protocols, roles and responsibilities, and working relationships between functional and regional leaders. An FMM Timeline was produced collaboratively in July 2019 by DG leads from across CBSA and contains the scope of work (workpackets) to implement in order to declare victory on FMM implementation at the CBSA/enterprise level.</p> <p>Our success in 2021 is in large part transitioning the FMM concept from Implementation Support into the new norm for how the CBSA operates its core business lines, including closing out the project (which includes activities such as change management, recognition and lessons learned and communications).</p> <p>Development of that plan for project close out, to allow for the most successful transition, is the focus of this TA for a Intermediate Business Consultant. <b>Project Close out plan developed:</b> plan with the proposed approach/steps/artifacts to transition from oversight support to operationalizing FMM and identifying a recommended timeline and “owners” for the activities. Elements can include change management, close out reporting inclusions and format, required artifacts to properly close out, recommendations on a process for residual issues management, communications, recognition and lessons learned, etc.</p> <p>The development of a Close Out Plan is required to ensure the Implementation Support Team’s activities relating to Close Out to March 31, 2021 are focused and appropriate to ensure success. CTOB seeks support on developing the close out plan that will guide the work ahead in late fiscal year 20-21.</p>				
<b>Delivery Schedule</b>				
The project will be delivered as follows: beginning on September 30, 2020 with a contract end date is October 28, 2020.				
<b>Activity</b>	<b>Week 1</b>	<b>Week 2</b>	<b>Week 3</b>	<b>Week 4</b>
Project Management	<ul style="list-style-type: none"> <li>Kick off meeting</li> </ul>	<ul style="list-style-type: none"> <li>Mid project check in report (deliverable)</li> </ul>		
Initiate the project	<ul style="list-style-type: none"> <li>Refine and final the project plan (deliverable)</li> <li>Intake of background documents from Contract Lead</li> </ul>			

	<ul style="list-style-type: none"> <li>• Prep document requests, if required</li> </ul>			
Assess current state		<ul style="list-style-type: none"> <li>• Review FMM implementation support Team's documents relating to Project Close Out</li> <li>• Document and analyse findings</li> </ul>		
Development Recommendations and Action Plan			<ul style="list-style-type: none"> <li>• Draft Close Out plan (deliverable)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Final Close- out plan</li> <li>• Present final Close-out plan to Sponsor (deliverable)</li> </ul>

#### Format of Deliverables:

Various Microsoft suite applications (excel, Word, MS Database)

2. PERIOD OF SERVICES estimated:	From:	Date of Award	To:	November 27 <sup>th</sup> , 2020
3. Work Location	National Capital Region (NCR)			
4. Travel Requirements	<input type="checkbox"/> Yes      No <input checked="" type="checkbox"/> Specify:			
5. Other Conditions /Restrains	As per the Contract: NIL			
6. Task Proposal	Estimated Cost <input type="checkbox"/>		Fixed Price <input checked="" type="checkbox"/> \$34,800.00 + tax applicable	
7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL				
X Reliability Status <input type="checkbox"/> Secret <input type="checkbox"/> Top Secret <input type="checkbox"/> Other				
7a. Resource Category and Level:				

#### Intermediate Business Consultant

Level	Per Diem	Total Days	Amount
Intermediate Business Consultant Step 1 – Initiate Project kick-off Meeting Step 2 – Assess and Draft Step 3 – Final Close-out Plan			
<b>Total</b>			\$34,800

#### TA Proposal

<b>8. Estimated Cost Contract</b>		
Deliverable	Due Date	Fees
End of contract – Final Close Out plan submitted ( <b>Invoice #1</b> )	End of Week 4 (After TA Award)	\$34,800
Professional services fixed price		<b>\$34,800</b>
HST		\$ 4,524
Total Labour Cost		\$ 39,324

Total Travel & Living Cost		\$ 0	
<b>Grand Total for Labour and Travel</b>		<b>\$ 39,324</b>	
<b>9. TA Revisions Previously Authorized</b> <i>When needed, boxes below can be added</i>			
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
<b>10. New TA Revision</b> <i>When needed, boxes below can be added</i>			
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
TA Revision Number:		Authorized Increase or Decrease (Applicable Taxes Extra):	
<b>11. Signing Authorities</b>			
Contractor's Representative	Deloitte Inc.	Date Sept 30, 2020	Signature
<b>Bradley Belanger</b> Project Authority	CBSA	Date	Signature Bradley Belanger <small>Digitally signed by Bradley Belanger Date: 2020.09.29 09:50:48 -04'00'</small>
Contracting Authority	CBSA	Date	Signature <b>CLEROUX NANCY</b> <small>Digitally signed by CLEROUX NANCY Date: 2020.09.29 13:34:27 -04'00'</small>
<b>12. Basis of Payment &amp; Invoicing</b>			
In accordance with the article entitled "Basis of Payment" in the Contract.			
Payment to be made based on receipt of key deliverables described in the activities table, subject to full acceptance by the Project/Technical Authority.			
Total of payments not to exceed the grand total.			
Original invoices shall be sent to the Project/Technical Authority. One copy of each invoice, together with attachments, shall be sent to the Contracting Authority, identified in "Authorities".			



## ANNEX E, TASK AUTHORIZATION FORM

<b>Contract Number</b>	47419-178445/004/ZQ			
<b>Task Authorization (TA) Number</b>	REQ 1000353727			
<b>Contractor's Name and Address</b>				
883746117PG0001 MGIS INC. 23 Ballyboy Street, Ottawa, Ontario, K2S2H1				
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$154,062.50			
<b>TA Revisions Previously Authorized</b>				
TA Revision Number:	Authorized Increase or Decrease (Applicable Taxes extra)			
Total Estimated Cost of Task (Applicable Taxes Extra) after this revision:				
<b>Contract Security Requirements (as applicable)</b>				
This task includes security requirements.				
Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.				
Remarks: Secret Level				
<b>Required Work</b>				
<b>SECTION A – Task Description of the Work Required</b>				
As per attached statement of work.				
<b>Period of Service</b>	<b>From (Date)</b>	<b>Date of TA Award</b>	<b>To (Date)</b>	March 31, 2021
Work Location	It is anticipated that the Work will be carried out on-site at CBSA premises in the National Capital Region (NCR).			
Travel Requirements	None			
Language Requirements	The contractor must be able to communicate orally and in writing in English without assistance and with minimal errors.			
Level of Security Clearance Required for the Contractor's Personnel	Secret Level			





## **SECTION B – Applicable Basis of Payment**

### **TA subject to a Limitation of Expenditure**

When the basis of payment specified in a TA authorized and issued on the Contact is limitation of expenditure, the Contractor will be reimbursed for the costs reasonable and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modification or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- a) When it is 75 percent committed, or
- b) Four (4) months before the final delivery date specified in the authorized TA, or
- c) As soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

Whichever comes first.

If the notification is for inadequate TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

## **SECTION C – Cost Breakdown of Task**

<b>Category</b>		<b>Level of Expertise</b>	<b>Estimated Level Of Effort</b>	<b>Per Diem</b>
3.2	Project Manager	Senior		\$
Name of Proposed Resource				
Security Certificate/Clearance Number				
Expiry Date (YYY/MM/DD)				

## **SECTION D- Applicable Method of Payment**

### **Monthly Payment**

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contact if:

- a) An accurate and complete invoice and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) All such documents have been verified by Canada;

The work performed has been accepted by Canada



### Authorization – Autorization

**By signing this TA, the Project Authority and CBSA Contracting Authority; or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.**

**En apposant sa signature sur cette AT, le chargé de projet et l'autorité contractante de l'ASFC; ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

Name of Project Authority –

Nom du chargé de projet \_\_\_\_\_

Signature **BELANGER KELLY** Digitally signed by BELANGER KELLY  
Date: 2020.09.14 18:04:02 -04'00'

Date \_\_\_\_\_

Name of CBSA Contracting Authority –

Nom de l'autorité contractante de ASFC \_\_\_\_\_

Signature **CLOUTIER YVES** Digitally signed by CLOUTIER YVES  
DN: C=ca, O=gc, OU=coro-adm, OU=PERSONNEL,  
CN=CLOUTIER YVES + SERIALNUMBER=2018212163639225  
Reason: I am the author of this document  
Location: your signing location here  
Date: 2020.09.14 09:18:30  
Foxit Reader PDF Version: 9.7.0

Date \_\_\_\_\_

Name of PWGSC Contracting Authority (if required)-

Nom de l'autorité contractante de TPSGC (si requis) \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

### Contractor's Signature – Signature de l'entrepreneur

Name and title of individual authorized to sign for the Contractor

Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

- Director of Professional Services

Signature \_\_\_\_\_

Date Sept 16, 2020



## STATEMENT OF WORK

TITLE	Senior Project Manager 2 of 2
BACKGROUND	<p>Canada Border Services Agency (CBSA) is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants that meet all requirements under its legislation. Under this mandate, CBSA enables effective and efficient border management through the design, development, implementation, delivery and operation of innovative solutions, science and technology for the major issues facing border management today and in the future.</p> <p>CBSA provides effective management of Canada's border through the strategic development, application and oversight of Information Technology and Information Management services. Integrated IT services are administered across Canada, including headquarters and seven regional locations - Atlantic, Quebec, Greater Toronto Area, Northern Ontario, Southern Ontario, Prairie and Pacific.</p> <p>On February 4, 2011, the Prime Minister of Canada and the President of the United States issued a declaration called "Beyond the Border: A Shared Vision for Perimeter Security and Economic Competitiveness", also called the "Declaration". The Declaration established a new long-term partnership built upon a perimeter approach to security and economic competitiveness. This means working together, not just at the border, but also beyond the border to enhance our security and accelerate the legitimate flow of persons, goods and services. Leaders called for the development of a joint action plan to realize this goal.</p> <p>To optimally manage border programs, corporate maturity and operational excellence, the Information, Science and Technology Branch (ISTB) of CBSA provides technical expertise to advance information management; enterprise architecture; IT infrastructure and solutions; and planning and portfolio management. Among other aspects, the ISTB provides technology leadership for a sustainable portfolio of business applications in support of CBSA's strategic priorities. It ensures effective delivery of technology products,</p>



	<p>applications and services to meet business needs, while ensuring integrity and availability of all technology infrastructures.</p> <p>The Project and Service Management Directorate (PSMD) is responsible for the delivery and management of 25 mission critical systems to manage the flow of persons and goods at border entry points</p>
SCOPE OF WORK	<p>The Contractor must provide resources on an “as-and-when requested” basis to deliver new capabilities and service to develop and manage the PSMD’s projects such as Asylum projects. The Senior Project Manager will work closely with the Executive Director and the Project Manager to support the delivery of the Asylum Interoperability Project (AIP), Security Screening Automation (SSA) Project deliverables and timelines. This includes but is not limited to developing and updating key project documents (e.g., Project plan, schedules, dashboard and other related project reports, etc.) and coordinating input from various stakeholders, to ensure that the project stays on time, budget and within performance parameters.</p>
TASKS	<p>The undernoted services may include, but are not limited to the following:</p> <ul style="list-style-type: none"><li>a) Define and confirm the objectives for the project, determine budgetary requirements, the composition, roles and responsibilities and terms of reference for the project team;</li><li>b) Develop and update Project Charter, Business Case and detailed project plans;</li><li>c) Lead the development of briefings, solutions and status reports for presentation to executive management;</li><li>d) Develop and deliver presentations to senior management and stakeholder groups as required, including the preparation of plans, charts, tables and diagrams to assist in analyzing or displaying problems;</li><li>e) Oversee and provide guidance to several Project Managers, each responsible for an element of the project and its associated project team;</li></ul>



	<ul style="list-style-type: none"><li>f) Provide Requirements Management and Project Control throughout the project;</li><li>g) Provide advice to ensure business strategies are developed and implemented; project schedules are developed, maintained and respected; risks and issues are managed; and change request procedures are followed;</li><li>h) Provide guidance and recommendations for the design, development, test, implementation within the Agency as well as onboarding of users, and post implementation support phases;</li><li>i) Meet with other organizational executives to ensure all internal and external stakeholders are committed and moving forward on project and organizational goals;</li><li>j) Manage internal and external stakeholder relations;</li><li>k) Lead working groups and consultations and obtain consensus and reach decisions with respect to recommendations and strategic options pertaining to the project;</li><li>l) Coordinate the efforts of multiple stakeholders and to support senior management, in delivering a portfolio approach to project management;</li><li>m) Provide expert solution and business transformation leadership for the project with all stakeholders;</li><li>n) Ensure compliance with portfolio-wide standards for business architecture and business transformation;</li><li>o) Support the development of the transformation roadmap and transition plan;</li><li>p) Report progress of the project on an ongoing basis and at scheduled points in the life cycle;</li><li>q) Review and comment on all project deliverables from Initiation to project completion;</li><li>r) Manage scope, context and business requirements, working with departmental leads and key clients;</li><li>s) Provide project oversight during the development, implementation and operations start-up to ensure that resources are made available and that the project is developed and is fully operational within previously agreed time, cost and performance parameters;</li><li>t) Other work as deemed necessary relating to business architecture, solutions, commercial products, industry best practices and business transformation.</li></ul>
DELIVERABLES	<p>The following deliverables may include, but are not limited to the following:</p>



	Deliverable	Timeline
	-Advice on a daily basis to ensure business strategies are developed and implemented, project schedules are developed, maintained and respected, risks and issues are managed, and change request procedures are followed;	Daily
	-Guidance and recommendations required to coordinate the efforts of multiple stakeholders and to support senior management and the respective Project Director in delivering a portfolio approach to project management, business transformation and change management, solution and transformation alignment and enterprise architecture;	Daily
	Conduct and document Lessons learned and internal reviews as well as reviews and updates to strategic project documents (i.e. Project Charter, Business Case, detailed project plan etc.);	As required
	Document consensus and decisions with respect to recommendations and strategic options pertaining to the project;	As meetings occur some occur daily, weekly, and monthly
	Project plans and presentations as required; and A close-out report which will include a final evaluation and lessons learned to transfer knowledge to the project team and client staff through individual and group training and demonstrations and written instructions and documents.	As required



	All deliverables are subject to change in accordance to the project timelines and the date the resource is available to work.
	All deliverables are subject to change in accordance to the project timelines and the date the resource is available to work.
CONSTRAINTS	(a) The Work must normally be performed within CBSA's normal working hours of 7:00 AM to 6:00 PM. (b) The Contractor may be required to attend meetings at CBSA and at Key GC Stakeholders within the National Capital Region.
WORK LOCATION	Contracted resources must be willing and able to accept a flexible work arrangement, including any or all of the following: <ul style="list-style-type: none"><li>• Working remotely off-site</li><li>• Use of collaborative work spaces</li><li>• Shared cubicles when working on site within the National Capital Region (NCR).</li></ul> A such, the contracted resource must be able to provide their own devices such as laptops or personal computers. In such cases, the CBSA will be responsible for providing the appropriate network and systems accesses.
TRAVEL REQUIREMENTS	There is no travel requirement expected outside the NCR. If travel is required outside the NCR, it will be identified in the TA.

TASK AUTHORIZATION	
Contractor: Deloitte	PSPC Contract Number: 47419-208987/001/ZQ
<b>PO Number: 2021000910</b>	Title : Financial Improvement Services
Task Number: TA003	Outlined Agreement: 4741908987
Date: September 14, 2020	Requisition Number: 1000354292
Amendment #: N/A	Financial Coding: 2540-010-00
<b>Title: Portfolio and Project Management (PPM) Initiative</b>	
<b>1. Required Work – Task Description of the Work Required</b>	
<p><b>Background</b></p> <p>The Enterprise Project Management Office (EPMO) is the centre of expertise and authority for project management within the Canada Border Services Agency (CBSA) in support of the Treasury Board (TB) Policy on the Planning and Management of Investments and Directive on the Management of Projects and Programmes. The EPMO ensures an integrated and standardized Agency-wide approach to managing projects by implementing effective project management processes and controls, and providing strategic direction and oversight to support the successful delivery of projects. The EPMO promotes continuous improvement of the project management discipline by continuing to build a strong culture focused on project performance.</p> <p>This is supported by following the CBSA Project Management Framework (PMF). This framework outlines the processes, controls and oversight required to support the achievement of outcomes and realization of benefits. The PMF has been revised to align with the new TB requirements. It has been approved by the President of the CBSA.</p> <p>Currently, the EPMO has created a Master Project List, which serves as the Agency's 'go to' for project information. The Master Project List is Excel based and is maintained by the EPMO. The data contains project information such as, project artefacts approved, gate decisions, conditions, change management, etc. Maintaining the excel spreadsheet is not an efficient way to track the management of projects throughout the lifecycle, it is prone to human error and is not always consistent with other sources of information.</p> <p>In 2019, there was an internal audit conducted on Project Management within the CBSA. It was identified that the Agency's Master Project List has not been an effective tool for tracking projects or identifying relative priorities, interdependencies and efficiencies. As well, gate approval decisions were not always properly or consistently documented in project files, committee records of decision, or in the Master Project List and conditional approvals were not followed up.</p> <p>The audit recommended that the Agency implement improved tool(s) and processes for categorizing and tracking projects and interdependencies. The Vice-President, Finance and Corporate Management Branch (FCMB) acknowledged this requirement and has committed, as part of the Management Response Action Plan, to prepare a Business Case and present a recommended option to the Finance and</p>	



Investment Management Committee (FIMC) for a Portfolio Project Management System that will help to improve the monitoring and reporting of projects throughout the lifecycle.

As such, the EPMO put together an agency working group to provide an opportunity to improve and streamline portfolio, program, and project management processes and activities. The EPMO facilitated this working group to assist in defining and providing business and IT requirements (specific to the different lines of business areas), which will eventually become part of the PPM tool design.

In order to move forward with this initiative and meet the October 2020 timeline, the EPMO requires a subject matter expert to write the Portfolio and Project Management Business Case.

### **Task Description of Work Required**

**Objective:** The CBSA is in need of an “enterprise” “integrated” portfolio and project management system/tool/solution that addresses multiple requirements. This solution should have the capability to:

- Recognize interdependencies between initiatives/investments/projects;
- Produce timely and accurate reports (dashboards, etc.);
- Identify risks, support outcomes; efficiently utilize resources;
- Track costs, employ earned value techniques; and
- Improve planning and scheduling methods.

The solution should also be capable of enhancing the Agency’s portfolio and project management proficiency by allowing the CBSA to:

- Focus on an integrated portfolio and project management approach, supported by a robust project management framework
- Promote efficient and effective project delivery by developing a consolidated information tool that can be used to support timely and accurate reporting, decision-making, and governance.

**Scope:** The scope will consider the business needs and requirements of impacted areas within the Agency; existing systems currently utilized by the Agency but for singular purposes; various systems and solutions in the public domain offering the potential portfolio and project management capabilities.

### **Out of Scope**

Contracting/Procurement information: The contractor will not write any documentation or provide information pertaining to a Procurement Strategy including all of its elements.

### **Approach:**

Phase 1 of this initiative will include the creation of a PPM working group comprised of representatives from all impacted CBSA areas. The purpose of the PPM WG is to work collaboratively in identifying business needs, business requirements, and potential options as we go forward to develop the ultimate deliverable: **a final PPM Business Case.**

Defining and gathering business requirements/needs is essential to identifying potential PPM solutions. The EPMO has defined eight categories, based on industry best practices in PPM development. The categories are as follows:

- Scheduling

- Costing/Estimating
- Resources
- Project Documents and Data
- Reporting
- Collaborative Work Management Tools
- Communications
- Project Control

Business requirements have been gathered and are currently being analyzed by PPM team members.

Business analysis and process modelling will be undertaken and, when completed, will provide process flows and diagrams critical to selecting options for a potential enterprise PPM solution.

Options analysis and vendor consultations (demos) will occur in the hopes of narrowing down a preferred option best-suited for the Agency.

A final PPM Business Case will be written by the contractor and submitted for senior management approval in October 2020.

### **Activities and Deliverables**

The contractor will deliver weekly updates summarizing the research, analysis, and consultations during the task authorization period.

Key deliverables include:

- Deliverable A (Requirements Gathering – Review and Analysis):
  - The contractor will review the business requirements gathered to support a PPM solution
  - The contractor will participate in any consultations with PPM WG members and discuss requirements and PPM-related matters
  - The contractor will review the final business requirements documentation and provide final comments
- Deliverable B (Business Analysis):
  - The contractor will review the products produced by the PPM Team, including all business process models, and use this information to help create the business case
- Deliverable C (Options/Vendors Analysis):
  - The contractor will participate in the review of all demos for potential options and provide comments/advice/recommendations to help narrow the options selected
  - The contractor will provide their comments and recommendations pertaining to the final option selected
  - The contractor will include and document all options analyses in the PPM business case.
- Deliverable D (Business Case):
  - The contractor will write the PPM business case (drafts and final version) using the CBSA standard business case template

The detailed contractor activities and deliverables to be completed are described in Annex A.

## Out of Scope

Contracting/Procurement information: The contractor will not provide documentation or information pertaining to a Procurement Strategy and all of its elements.

<b>2. PERIOD OF SERVICES estimated:</b>	From:	From the Date of TA award	To:	November 30 <sup>th</sup> 2020
<b>3. Work Location</b>	National Capital Region (NCR)			
<b>4. Travel Requirements</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Specify:			
<b>5. Other Conditions /Restraints</b>	CONFIDENTIALITY UNDERTAKING			
<b>6. Task Proposal</b>	Estimated Cost <input type="checkbox"/>	Fixed Price	<input checked="" type="checkbox"/> \$ 95,000.00 (plus tax)	

## 7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL

☒ Reliability Status ☐ Secret ☐ Top Secret ☐ Other

### 7a. Resource Category and Level:

- Intermediate Business Consultant
- Intermediate Business Consultant
- Intermediate Business Consultant
- Intermediate Business Consultant
- Intermediate Business Consultant

Level	Per Diem	Estimated # of Days	Amount
Intermediate Consultant (Leadership, Management, SMEs)			
Intermediate Consultant (full time resource)			
		<b>Total</b>	\$95,000

## TA Proposal

### 8. Estimated Cost Contract

Interim Business Case (by Oct 6, 2020)	Invoice #1	\$45,000.00
Final Business Case (by Nov 3, 2020)	Invoice #2	\$50,000.00
Professional services fixed price		<b>\$95,000.00</b>
	HST	\$12,350.00
	Total Labour Cost	\$107,350.00
	Total Travel & Living Cost	\$0

<b>Grand Total for Labour and Travel</b>		<b>\$107,350.00</b>	
<b>9. TA Revisions Previously Authorized: N/A</b>			
TA Revision Number:	Authorized Increase or Decrease (Applicable Taxes Extra):		
TA Revision Number:	Authorized Increase or Decrease (Applicable Taxes Extra):		
<b>10. New TA Revision: N/A</b>			
TA Revision Number:	Authorized Increase or Decrease (Applicable Taxes Extra):		
TA Revision Number:	Authorized Increase or Decrease (Applicable Taxes Extra):		
<b>11. Signing Authorities</b>			
Contractor's Representative		Date	Signature
Project Authority Bradley Belanger	CBSA	Date Bradley Belanger	Signature Digitally signed by Bradley Belanger Date: 2020.09.15 14:53:26 -04'00'
Contracting Authority	CBSA <b>CLEROUX NANCY</b>	Date	Signature Digitally signed by CLEROUX NANCY Date: 2020.09.15 14:04:14 -04'00'
<b>12. Basis of Payment &amp; Invoicing</b>			
<p>In accordance with the article entitled "Basis of Payment" in the Contract.</p> <p>Payment to be made based on receipt of key deliverables described in the activities table, subject to full acceptance by the Project/Technical Authority.</p> <p>Total of payments not to exceed the grand total.</p> <p>Original invoices shall be sent to the Project/Technical Authority. One copy of each invoice, together with attachments, shall be sent to the Contracting Authority.</p>			

### **Annex A: Contractor Activities & Deliverables/Timelines**

<b>Week 1 (Sept 16 to 22, 2020)</b>	<b>Weeks 2 – 4 (Sept 23 to Oct 6, 2020)</b>	<b>Weeks 5 - 6 (Oct 7 to 20, 2020)</b>	<b>Weeks 7 – 8 (Oct 21 to Nov 3<sup>rd</sup>, 2020)</b>
Review Business Requirements <b>The contractor will</b>	Conduct Business Analysis <b>The contractor will</b>	Options/Vendors Analysis <b>The contractor will</b>	Write Draft and Final PPM Business Case <b>The contractor will</b>

<ul style="list-style-type: none"> <li>• Familiarize themselves with the PPM initiative through review and consultation</li> <li>• Review the business requirements gathered to support a PPM solution</li> <li>• Participate in any consultations with PPM WG members and discuss requirements and PPM-related matters</li> <li>• Conduct a full review of the final business requirements and provide final comments</li> <li>• Document business requirement information into the PPM Business Case where appropriate</li> <li>• The CBSA team will take lead on PPM WG sessions and requirements gathering, however Deloitte will provide comments on initial requirements coverage and provide recommendations for refining them.</li> <li>• Hold kick-off meeting with key stakeholders</li> <li>• Finalize the 8-week plan, including roles &amp; responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Review the products produced by the PPM Team, including: business process models, and use this information in the development of the PPM Business Case</li> <li>• Consult with PPM Team members; Working Group members and stakeholders to gain further insights</li> <li>• Document business process information into the PPM Business Case where appropriate, however, the CBSA team will be responsible for any process diagrams.</li> <li>• <b>Milestone 1:</b> Interim Business Case (including Deliverables A &amp; B)</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in demo presentations of potential options provided by various vendors; the CBSA team will be responsible for coordinating vendor demos;</li> <li>• Review, analyze and provide recommendations with respect to potential viable option</li> <li>• Document options/vendors analysis information into the PPM Business Case where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Write the draft and final PPM business case using the CBSA standard business case template</li> <li>• Include and reflect the following standard business case categories:             <ul style="list-style-type: none"> <li>○ Business Needs, Desired Outcomes, Benefits;</li> <li>○ Strategic Fit;</li> <li>○ Detailed description of the Business Need;</li> <li>○ Scope;</li> <li>○ Preliminary Options Analysis (including evaluation criteria);</li> <li>○ Viable Options (including strategic alignment;</li> <li>○ Costs (cost-benefit analysis and investment cost estimates);</li> <li>○ Schedule and Approach;</li> <li>○ Impacts; Capacity, Risks;</li> <li>○ Advantages/Disadvantages;</li> <li>○ Governance and Oversight;</li> <li>○ Project Management Strategy;</li> <li>○ Project Review Strategy;</li> <li>○ Benefits Management Strategy;</li> <li>○ Performance Measurement Strategy;</li> <li>○ Risk Management Strategy;</li> <li>○ Change Management Strategy (People/Organizational and Project)</li> </ul> </li> <li>• Develop business case for the PPM initiative (with selected option) in order to seek approval to enter full-fledged project mode</li> <li>• Complete the final version of the PPM Business Case</li> <li>• The Business Case is expected to be concise while providing the requisite level of detail for governance committees. Rough page estimate: 25-40 pages.</li> <li>• Actionable review comments on the draft and final deliverables will be provided within 3-5 business days of submission.</li> <li>• Stakeholders will be made available for meetings and working sessions as required, in order to work at the pace required to develop the business case within timelines.</li> <li>• Any documentation of stakeholder consultations and tool demos by Deloitte will be concise and for the</li> </ul>
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			<p>purpose of informing the business case.</p> <ul style="list-style-type: none"><li>• Deloitte will conduct a weekly status meeting with the task/project authority to discuss progress, risks, issues and any decisions required.</li><li>• <b>Milestone 2:</b> Final Business Case – (including Deliverables C &amp; D)</li><li>• <b>Out of scope:</b> Contracting/Procurement information: The contractor will not write any documentation or provide information pertaining to a Procurement Strategy including all of its elements</li></ul>
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TASK AUTHORIZATION	
Contractor: Deloitte	PSPC Contract Number: 47419-208987/001/ZQ
PO number : 2021000976	Title : Financial Improvement Services
Task Number : TA005	Outlined Agreement : 47419080987
Date: September 18, 2020	Requisition Number: 1000354574
Amendment # : N/A	Financial Coding: 2510-100-00
Title: Assessment of Transactional Finance Processes	
<p><b>BACKGROUND:</b></p> <p>The Canada Border Services Agency (CBSA) launched an initiative to nationalize internal services, with the objective of becoming more results-based, effective, and value-add. At a high-level, the initiative is focused on two key aspects to enhance its internal capacity and capabilities: (1) functional accountability and authorities; and (2) business processes re-engineering and standardization.</p> <p>Over the past few years, finance has made good progress towards operating as an integrated, national team in support of realizing its One Finance vision. As a continuation of these efforts and in alignment with the Agency's broader nationalization objectives, the Finance Nationalization team has conducted an assessment of the current operating model, and started to define the enhancements to its operating model through five key work streams:</p> <ul style="list-style-type: none"> <li>• Proximity Services</li> <li>• Centres of Expertise</li> <li>• Transaction Processing</li> <li>• Enabling Tools</li> <li>• Finance Community Capacity Building and Development</li> </ul> <p><b>Assessment of Transactional Finance Processes</b></p> <p><i><b>Objectives and Scope</b></i></p> <p>As part of the Transaction Processing workstream, the CBSA has nationalized some processes and made progress in standardizing a number of others. To continue these efforts, the Transaction Processing work stream has identified additional processes that could benefit from further standardization to improve processing times and accuracy.</p> <p>The objective of this Task Authorization is to conduct an assessment of a select group of processes in order to identify the current process challenges, outline the proposed future state standardized process and related benefits, as well as a roadmap that outlines next steps required to implement the proposed process changes. The processes in scope of this review are:</p> <ul style="list-style-type: none"> <li>• Delegation of Financial Signing Authority</li> <li>• Interdepartmental Settlements</li> <li>• Travel Management</li> </ul>	

### **Key Activities and Deliverables**

The detailed activities and deliverables to be completed by the Contractor:

#### **1. Initiate Project (Week 1)**

- Conduct project kick-off with CBSA Project Leadership, to confirm project approach, timeline, roles and responsibilities.
- Identify stakeholders to be consulted and schedule interviews and meeting.
- Gather and review relevant background documentation (e.g. current state process descriptions, procedures and guidelines, policies, process statistics, etc.)
- Refine and finalize project plan.

#### *Deliverable*

- *Project Plan*

#### **2. Conduct Process Assessment and Design Future State (Weeks 2, 3, 4 and 5)**

- For each of the identified processes, shadow the execution of the processes, and conduct interviews to get an understanding of how the processes are performed (e.g. description and number of process steps, roles and handoffs between stakeholders, data and inputs/outs for the process, templates, tools and technology applications used, etc.), the various process scenarios and process variations. Process information to be gathered also includes dimensions such as volumes, level of effort, number of FTEs involved and process frequency, among others.
- Analyze and document current state process, and identify process challenges and improvement opportunities. Improvement opportunities will consider various dimensions including process activities, roles and responsibilities, data and information, and enabling tools.
- Based on improvement opportunities, design and document proposed future-state process.
- For improvement opportunities that involve automation, assess technology options that could be used to support the improvement. Options will consider current tools already in place at CBSA and future plans under consideration (e.g. SAP S/4 HANA, SAP Concur for travel, etc.).
- Document future state recommendations that will enable the future-state process, including proposed changes to how the process is conducted and tools and templates recommended to enable the process.
- Validate future state design and prioritize improvement opportunities with key process stakeholders and project leadership.

#### *Deliverables*

- *Process Assessment Findings, Recommendations and Future State Design*

#### **3. Develop High-level Business Case and Implementation Roadmap (Weeks 6 and 7)**

- Develop a high-level business case that outlines:
  - Implementation roadmap (key activities, duration, sequencing and stakeholders involved)
  - Benefits and outcomes of future state design and recommendations (including approximate number of FTEs required to perform future state processes)
  - Resource requirements to implement changes



○ Implementation and change management considerations																				
<b>Deliverables</b> <ul style="list-style-type: none"> <li>High-Level Business Case and Implementation Roadmap</li> </ul>																				
<b>Assumptions</b> <ul style="list-style-type: none"> <li>a) All deliverables provided by the contractor will be delivered in English. If required, CBSA will be responsible for any translation to French.</li> <li>b) CBSA will facilitate making the required internal CBSA stakeholders available for consultations within targeted timeframes.</li> </ul>																				
<b>2. PERIOD OF SERVICES estimated:</b>	From:	Date of Award	To:	November 30th, 2020																
<b>3. Work Location</b>	National Capital Region (NCR)																			
<b>4. Travel Requirements</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   Specify:																			
<b>5. Other Conditions /Restraints</b>	As per the Contract: 47419-208987 CONFIDENTIALITY UNDERTAKING																			
<b>6. Task Proposal</b>	Estimated Cost <input type="checkbox"/>	Fixed Price <input checked="" type="checkbox"/> \$																		
<b>7. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR'S PERSONNEL</b>																				
<input checked="" type="checkbox"/> Reliability Status <input type="checkbox"/> Secret <input type="checkbox"/> Top Secret <input type="checkbox"/> Other																				
<b>7.a Resource Category and Level</b>																				
– Senior Business Consultant – Intermediate Business Consultant – Intermediate Business Consultant – Intermediate Business Consultant																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Level</th> <th style="width: 15%;">Per Diem</th> <th style="width: 15%;">Total Days</th> <th style="width: 30%;">Amount</th> </tr> </thead> <tbody> <tr> <td>Senior Business Consultant (Leadership, Management, Technology SME)</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Intermediate Consultants</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;"><b>Total</b></td> <td>\$135,500</td> </tr> </tbody> </table>					Level	Per Diem	Total Days	Amount	Senior Business Consultant (Leadership, Management, Technology SME)				Intermediate Consultants						<b>Total</b>	\$135,500
Level	Per Diem	Total Days	Amount																	
Senior Business Consultant (Leadership, Management, Technology SME)																				
Intermediate Consultants																				
		<b>Total</b>	\$135,500																	
<b>8. Estimated Cost Contract</b>																				
Professional services fixed price																				
Deliverable	Due Date		Fees																	
Project Plan	End of Week 1 (After TA Award)		N/A																	
Process Assessment Findings, Recommendations and Future State Design ( <b>Invoice #1</b> )	End of Week 5 (After TA Award)		\$90,500.00																	
High-Level Business Case and Implementation Roadmap ( <b>Invoice #2</b> )	End of Week 7 (After TA Award)		\$45,000.00																	
<b>Professional Services Fixed Price</b>			<b>\$135,500.00</b>																	

	HST		\$17,615.00
	Total Labour Cost		\$153,115.00
	Total Travel & Living Cost		\$0
	<b>Grand Total for Labour and Travel</b>		<b>\$153,115.00</b>
<b>TA Approval</b>			
<b>9. Signing Authorities</b>			
Contractor's Representative	Deloitte Inc.	Date	Signature
		September 24, 2020	
Brad Belanger Project Authority	CBSA	Date	Signature
		Bradley Belanger	Digitally signed by Bradley Belanger Date: 2020.09.21 15:40:47 -04'00'
Nancy Cleroux Contracting Authority	CBSA	Date	Signature
		CLEROUX NANCY	Digitally signed by CLEROUX NANCY Date: 2020.09.23 13:41:48 -04'00'
<b>10. Basis of Payment &amp; Invoicing</b>			
<p>In Accordance with the article entitled "Basis of Payment" in the Contract.</p> <p>Payment to be made based on receipt of detailed invoices by deliverable, subject to full acceptance by the Project/Technical Authority. Total of payments not to exceed the grand total.</p> <p>Original invoices shall be sent to the Project/Technical Authority. One copy of each invoice, together with attachments, shall be sent to the Contracting Authority.</p>			



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Contract No. - No du contrat : 2021000770

**Purchasing Office — Bureau des Achats :**

Canada Border Services Agency  
Agence des services frontaliers du Canada  
355 North River Road - 355 ch. River nord  
17<sup>th</sup> Floor - 17<sup>ième</sup> étage  
Ottawa ON K1A 0L8

**Title — Sujet :**

Pro Service Directed Contract:E60ZT-  
180026/195/ZT.

Altis Technical Writer Contract

**Contract No. — N° du contrat :**

2021000971

**Contract — Contrat**

Your proposal is accepted to sell to Her Majesty the Queen, in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods and/or services, or construction listed herein and on any attached sheets at the price or prices set out thereof.

Nous acceptons votre proposition de vendre à sa Majesté la Reine du Chef du Canada, aux conditions énoncées ou incluses par référence dans les présentes, et aux annexes ci-jointes, les biens, et/ou les services ou la construction énumérés dans les présentes, et sur toute feuille ci-annexée, au(s) prix indiqué(s).

**D.D.P. — D.D.P. :**

Destination of Goods, Services, And Construction —  
Destination des biens, services et construction

See herein — voir aux présentes

**Invoices to be sent to — Factures envoyer à :**

Canada Border Service Agency  
Agence des services frontaliers du Canada

[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

**The Vendor/Firm hereby accepts/acknowledges this contract —  
Le fournisseur/entrepreneur accepte/accuse réception du  
présent contrat :**

Signature

Date

Account Manager

**Name, title of person authorized to sign (type or print) —  
Nom et titre du signataire autorisé (caractère d'impression)**

**Contracting Authority — Autorité contractante :**

Ahmed El-halawany

**Telephone No. — No  
de téléphone:**

343-551-6914

**Fax No. — No de  
télécopieur :**

**E-Mail Address — Courriel:**

Ahmed.el-halawany@cbsa-asfc.gc.ca

**Total Estimated Cost  
(HST incl.) /Coût total  
estimatif (TVH incl.) :**

\$14,916.00

**Currency Type -  
Genre de devise :**

CAD

**Vendor / Firm Name and Address**

**Raison sociale et adresse du fournisseur/de l'entrepreneur :**

Altis Recruitment , 102 Bank Street , Suite 302 , Ottawa,  
Ontario , K1P 5N4

**Signed for the President by — Signé pour le  
Président par :**

CLEROU

X NANCY

Digitally signed by  
CLEROUX NANCY

Date: 2020.09.29  
08:43:55 -04'00'

**Name and Position Title — Nom et Titre du poste**

Nancy Cleroux,  
A/ Team Leader  
Strategic Procurement Division (SPD)



## CONTRACT CLAUSES

### 1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex "A".

### 2. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

#### 2.1 General Conditions

2010C (2020-05-28), General Conditions - Services (Medium Complexity), apply to and form part of the Contract.

### 3. Security Requirements

Security requirement for Canadian supplier: Public Service and Procurement Canada file #common-professional services security requirement check list #2

1. The contractor/offeror must, at all times during the performance of the contract/standing offer, hold a valid designated organization screening (DOS), issued by the Contract Security Program (CSP) of the ISS, PSPC
2. The contractor/offeror personnel requiring access to sensitive work site(s) must **each** hold a valid **reliability status**, granted or approved by the CSP/ISS/PSPC
3. Subcontracts which contain security requirements are **not** to be awarded without the prior written permission of the CSP/ISS/PSPC
4. The contractor/offeror must comply with the provisions of the:
  1. Security Requirements Check List and security guide (if applicable), attached at Annex C
  2. Industrial Security Manual (Latest Edition)

### 4. Term of Contract

#### 4.1 Period of the Contract

The period of the Contract is from Contract Award until March 31, 2021.

### 5. Authorities

#### 5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Ahmed El-halawany  
Title: Contracting Officer  
Organization: Canada Border Services Agency  
Address: 355 North River Road, Ottawa, Ontario



Telephone: 343-551-6914

Email address: [ahmed.el-halawany@cbsa-asfc.gc.ca](mailto:ahmed.el-halawany@cbsa-asfc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

## 5.2 Project Authority

The Project Authority for the Contract is:

Name: Stephanie Drouin

Organization: Canada Border Services Agency

Address: 191 Laurier Avenue West, Ottawa, Ontario, K1A 0L8

Email: [stephanie.drouin@cbsa-asfc.gc.ca](mailto:stephanie.drouin@cbsa-asfc.gc.ca)

Phone: 613-291-5971

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

## 5.3 Contractor's Representative

Name:

Organization: Altis Recruitment

Address: Altis Recruitment, 102 Bank Street, Suite 302, Ottawa, Ontario, K1P 5N4

Email: [@altisrecruitment.com](mailto:@altisrecruitment.com)

Phone:

## 6. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

## 7. Payment

### 7.1 Basis of Payment

The Contractor will be paid at the firm per Dime rate as follows, for work performed in accordance with the Contract and in accordance with the Basis of payment in Annex B. Customs duties are included and Applicable Taxes are extra.

### 7.2 Limitation of Expenditure

1. Canada's total liability to the Contractor under the Contract must not exceed **\$13,200**. Customs duties are included and Applicable Taxes are extra.



No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

### 7.3 Terms of Payment

#### 7.3.1 Monthly Payment

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### 8. Invoicing Instructions

The Contractor must send the original and one copy of the invoice to the Technical Authority's paying office (CBSA Finance) at the following location on a monthly basis:

All invoices must be submitted using the following method (**only one copy of the invoice should be sent to the Agency**):

**Email:** Only legible electronic (PDF, Word, Excel) files will be accepted; all others will be returned.

[vendors-fournisseurs@cbsa-asfc.gc.ca](mailto:vendors-fournisseurs@cbsa-asfc.gc.ca)

This email address is to be used for submitting invoices and for payment status inquiries.

**Direct Deposit:**

The Government of Canada will soon be phasing out federal government cheques; we strongly encourage Businesses that supply goods and services to the Government of Canada to enrol in direct deposit for account payable.

Please contact [ca-ci@cbsa-asfc.gc.ca](mailto:ca-ci@cbsa-asfc.gc.ca) to obtain additional information, to confirm direct deposit enrolment process and the steps to be followed.

**IMPORTANT NOTE:** If a supplier omits any required information pertaining to payment processing from the invoice, the invoice will be returned at the discretion of the CBSA and will not be paid until valid payment referencing is provided.

### 9. Discretionary Audit

The following are subject to government audit before or after payment is made:

- a. The amount claimed under the Contract, as computed in accordance with the Basis of Payment, including time charged.
- b. The accuracy of the Contractor's time recording system.
- c. The estimated amount of profit in any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier, for which the Contractor has provided the appropriate certification. The purpose of the audit is to determine whether the actual profit earned on a single contract if only



one exists, or the aggregate of actual profit earned by the Contractor on a series of negotiated contracts containing one or more of the prices, time rates or multipliers mentioned above, during a particular period selected, is reasonable and justifiable based on the estimated amount of profit included in earlier price or rate certification(s).

- d. Any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier for which the Contractor has provided a "most favoured customer" certification. The purpose of such audit is to determine whether the Contractor has charged anyone else, including the Contractor's most favoured customer, lower prices, rates or multipliers, for like quality and quantity of goods or services.

Any payments made pending completion of the audit must be regarded as interim payments only and must be adjusted to the extent necessary to reflect the results of the said audit. If there has been any overpayment, the Contractor must repay Canada the amount found to be in excess.

#### **10. Time Verification**

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

#### **11. Certifications and Additional Information**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

#### **12. Applicable Laws**

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

#### **13. Priority of Documents**

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2010C (2020-05-28), General Conditions - Services (Medium Complexity);
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List (SRCL);
- (f) Contractors proposal Dated September 4 ,2020.

#### **14. Closure of Government Facilities**

Contractor personnel are employees of the Contractor and are paid by the Contractor on the basis of services rendered. Where the Contractor or the Contractor's employees are providing services on government premises pursuant to this Contract and the said premises become non accessible due to evacuation or closure of government facilities, and consequently no Work is being performed as a result of the closure, Canada will not be liable for payment to the Contractor for the period of closure.



## 15. Foreign Nationals (Canadian Contractor)

The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

## 16. Insurance

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

## 17. Contract Recourse Mechanisms

A potential supplier that has concerns regarding a federal procurement process is encouraged to first contact the **government institution that issued the Contract**. The fact that an objection is first directed to a government institution does not prevent a potential supplier from seeking recourse elsewhere. Should a Supplier wish to seek recourse outside of the issuing government institution, please refer to the [Recourse Mechanisms](#) page on the Buyandsell.gc.ca website and the clause below.

### a) Canadian International Trade Tribunal

A supplier may have recourse with the Canadian International Trade Tribunal (CITT) provided:

- The procurement is covered by at least one trade agreement;
- There is a perceived breach to a trade agreement obligation; and
- The complaint is filed with the CITT no later than 10 working days after the day on which the basis of the complaint became known or reasonably should have become known.

For more information on CITT and its rules and procedures, please refer to: [Canadian International Trade Tribunal](#).

### b) Office of the Procurement Ombudsman

A supplier may have recourse with the Office of the Procurement Ombudsman provided:

- The contract has been awarded;
- Complainant is a Canadian supplier;
- Complaint is filed in writing, within 30 working days after public notice of the award of the contract; and
- A complaint regarding the award of a contract with a value less than \$25,300 for goods or less than \$101,100 for services.





For more information on the Procurement Ombudsman rules and procedures, please refer to: Office of the Procurement Ombudsman.

A supplier may also have recourse to the Federal Court of Canada or the Provincial Superior Courts.

**c) Office of the Procurement Ombudsman - Dispute Resolution**

The Parties agree to make every reasonable effort, in good faith, to settle amicably all disputes or claims relating to or arising from the Contract, through negotiations between the Parties' representatives authorized to settle. If the Parties do not reach a settlement within 10 working days, each party hereby consents to fully participate in and bear the cost of mediation led by the Procurement Ombudsman pursuant to Subsection 22.1(3)(d) of the *Department of Public Work and Government Services Act* and Section 23 of the *Procurement Ombudsman Regulations*.

The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169, by e-mail at [boa.opo@boa-opo.gc.ca](mailto:boa.opo@boa-opo.gc.ca), or by web at [www.opo-boa.gc.ca](http://www.opo-boa.gc.ca).

**d) Office of the Procurement Ombudsman – Contract Administration**

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by the complainant respecting the administration of the Contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met.

To file a complaint, the Office of the Procurement Ombudsman may be contacted by e-mail at [boa.opo@boa-opo.gc.ca](mailto:boa.opo@boa-opo.gc.ca), by telephone at 1-866-734-5169, or by web at [www.opo-boa.gc.ca](http://www.opo-boa.gc.ca).



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Solicitation No.: 2021000770

## Annex "A" Statement of Work



Canada Border  
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Agence des services  
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# Statement of Work (SOW)

Technical Writer for the  
Development of the  
Integrated Business Plan  
(IBP) 2021-24

Chief Transformation  
Officer Branch

August 2020

PROTECTION

SERVICE

INTEGRITY



PROTECTION

SERVICE

INTÉGRITÉ

PROTECTION • SERVICE • INTEGRITY

Canada



## 1.0 Scope

Support the Chief Transformation Officer Branch (CTOB) of the Canada Border Services Agency (CBSA) in developing the Integrated Business Plan (IBP) 2021-24 due for final submission on March 31, 2021 to the Finance and Corporate Management Branch.

## 2.0 Objective

The objective of this contract is to acquire technical writing support for the development of the IBP 2021-24 to allow the Corporate Planning and Performance Management Unit (COPU) to focus on the coordination aspect of the IBP development process. The Technical Writer (Contractor) will assume responsibility for writing the Integrated Business Plan 2021-24 and ensuring the consistency of language, the fluidity of storylines and the technical accuracy of data in the CTOB IBP 2021-24.

## 3.0 Background

### 3.1 Contextual information

The Canada Border Services Agency launches a planning cycle every year. As part of the planning cycle, each branch is required to write an IBP. The IBP will allow for aggregate planning data through a single integrated process to support the completion of several key corporate documents, including the Agency's Departmental Plan, Investment Plan and Strategic Procurement Plan, ensuring Agency-wide coordination and minimizing duplication of efforts.

There is a need for a technical writer to articulate what we can deliver based on our priorities and approved budgets, as well as what risks, pressures and challenges we are facing in operationalizing our agenda. Writing the IBP will enable the CTOB to better articulate planned milestones and performance targets and to measure progress as well as to holistically assess demands, challenges and opportunities for investment.

The Contractor may refer to the CTOB Planning Playbook for additional context. This document outlines the Branch's planning process based on the Corporate Planning and Performance Management Unit's (CPPMU) experience in the previous year's IBP planning cycle (see Playbook IBP CTOB 21-24 Exercise in 5.0 Reference Documents). The Finance and Corporate Management Branch is launching Agency-wide IBP planning guidelines on August 17, 2020 which will be shared with the Contractor at the start of the contract.

### 3.2 Stakeholders

The Contractor will be required to engage with the following stakeholders.

Corporate Planning and Performance Management Unit (CPPMU) - A unit made up of the Director General (Project Sponsor), Branch Planner, and Branch Planning Officer that coordinate all CTOB business planning activities. The CPPMU will be the Contractor's first point of contact for all IBP direction and enquiries.

Branch Financial and Administrative Unit (BFAU) - A unit that sits in the Vice-President's Office of the CTOB and is responsible for coordinating all financial forecasting and administrative activities for the Branch. The Contractor will work with the BFAU to integrate the financial story, budget tables and administrative annexes in the IBP.

Tiger Team (TT) - A team composed of nine CTOB employees that will serve as division representatives in the IBP development process. The TT was established to better coordinate the effort required across divisions and establish clear lines of accountability and communication in IBP activities. The TT members will be the Contractor's direct points of contact for division specific subject matter expertise.



Vice-President's Office - The centre of review and approval for the CTOB IBP 2021-24. The Contractor will be required to make appropriate changes to the IBP as per requested by the Vice-President during every review phase.

#### 4.0 Terminology

CTOB - Chief Transformation Officer Branch  
IBP - Integrated Business Plan  
CPPMU - Corporate Planning and Performance Management Unit  
BFAU - Branch Financial and Administrative Unit  
FCMB - Finance and Corporate Management Branch  
TT - Tiger Team

#### 5.0 Reference Documents

Playbook IBP CTOB 21-24 Exercise-Attached

CTOB IBP 2020-23 (last year's IBP)- Attached

Planning 2020-23 IBPs (last year's planning guidance - 2021-24 to be launched shortly)- Attached

Other IBP related documents produced by the CPPMU and BFAU team, as required. - Attached

None of the documents shared with the Contractor are protected.

#### 6.0 Requirements

The Contractor will integrate input from Branch stakeholders, draft and finalize the CTOB's IBP 2021-24. Elements of the IBP will include the following:

- Message from VP
- Branch story (priorities, responsibilities, core functions, etc)
- Budget/financials
- Key Performance Indicators
- Risk Profile
- Milestones

(refer to the CTOB IBP 2020-23 in Reference Documents as an example of the previous year's IBP).

The Contractor will write the Integrated Business Plan 2020-21 as well as documents related to the IBP, such as presentation decks to Agency governance committees (Executive Committee, Agency Operations Committee, Governance Unit etc.). To fulfill the writing requirements of this contract, the Contractor should have a combined understanding of technical business planning requirements, as well as strong writing and document design skills. The Contractor should possess the ability to write in a way that is easy to understand at all levels, but they should equally possess the ability to tailor the language used in high-level briefing documents to suit the audience.



Stakeholders will provide input for the various work products in IBP and the Contractor will assume final responsibility for the content and editing. The Contractor will put input from the CPPMU, the BFAU and the TT to paper and ensure the consistency of the IBP story and language, supporting the one pen - one voice approach to the IBP 2021-24 development process. The Contractor should therefore be comfortable working in a collaborative environment with groups as large as 20 to 30 individuals of varying levels and knowledge. The Contractor should also be familiar with financial forecasting and budgeting exercises to ensure that the depiction of the Branch's financial story in the IBP is technically sound.

## 6.2 Deliverables, Acceptance Criteria and Delivery Schedule:

### 6.2.1 Deliverables and Acceptance Criteria

The project start date target will be will be delivered beginning on September 2020 with a contract end date is March 31, 2021.



	Sep 1 – Nov 24	Nov 25 – Jan 15	Jan 18 – Feb 26	Mar 1 – Mar 31
Acceptance Criteria	Message from VP Branch story (priorities, responsibilities, core functions, etc) Budget/financials Key Performance Indicators Risk Profile Milestones	Functional Review of input from Branches (change, culture, transform, FMM)	Pass 2 IBP updates based on Budget, functional review, etc.	Project sponsor and VP approval
Deliverables	Initial IBP Draft	IBP Pass I Draft	IBP Pass II Draft	IBP Final Version

### 6.2.2 Delivery Schedule

Deliverables	Schedule
Initial IBP Draft	✓ Due to Project Sponsor on Nov 13, 2020. ✓ Due with VPO on Nov 24, 2020.
IBP Pass I Draft	✓ Due to Governance – December 2020
IBP Pass II Draft	✓ Due to Project Sponsor on January 2021



	<ul style="list-style-type: none"><li>✓ Due to VPO on January 2021</li><li>✓ Due to Governance on February 2021</li></ul>
IBP Communications	<ul style="list-style-type: none"><li>✓ Due to Project Sponsor on March 16, 2020</li><li>✓ Due to VPO on March 22, 2020</li><li>✓ Due to FCMB on March 31, 2020 (contract end date).</li></ul>

### 6.2.3 Delivery Location

Delivery will be completed during regular business hours via telephone and/or email. The Contractor will be required to work offsite.

The resource must use their own personal device. They will only need access to the Microsoft suite (Word, PowerPoint, Excel).

### 6.3 Constraints

Contract start date is September 1, 2020.

Contract end date is March 31, 2021.

### 7.0 Security

The resource will only be provided access to Unclassified information.



## ANNEX B - Basis of Payment

### A - Contract Period

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

The work would be carried out for a period of **6 Months** from contract award until **March 31, 2020** at a limitation of expenditure of **\$13,200.00** for the period of the contract. Taxes Extra

Level of Effort (# of Day)	Per Diem Rate	Sub Total	Taxes (13%)	TOTAL
		\$13,200.00	\$1,716.00	\$14,916.00



## ANNEX C - Security Requirements Check List (SRCL)

COMMON-PS-SRCL#2



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

### SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

<b>PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE</b>		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction
CB&A		CTOB
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail A writer is needed to aid with writing the integrated business plan for the Branch as well as writing supporting documents to the IBP like staff engagement messages.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays: <input type="text"/>	Specify country(ies): / Préciser le(s) pays: <input type="text"/>	Specify country(ies): / Préciser le(s) pays: <input type="text"/>
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET <input type="checkbox"/>		TOP SECRET <input type="checkbox"/>
TRES SECRET <input type="checkbox"/>		TRES SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) <input type="checkbox"/>
TRES SECRET (SIGINT) <input type="checkbox"/>		TRES SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada





COMMON-PS-SRCL#2



Government  
of Canada

Gouvernement  
du Canada

Contract Number / Numéro du contrat

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UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?

Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

☒ No ☐ Yes  
Non Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?

Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

☒ RELIABILITY STATUS  
COTE DE FIABILITE

☐ CONFIDENTIAL  
CONFIDENTIEL

☐ SECRET  
SECRET

☐ TOP SECRET  
TRES SECRET

☐ TOP SECRET - SIGINT  
TRES SECRET - SIGINT

☐ NATO CONFIDENTIAL  
NATO CONFIDENTIEL

☐ NATO SECRET  
NATO SECRET

☐ COSMIC TOP SECRET  
COSMIC TRES SECRET

☐ SITE ACCESS  
ACCES AUX EMPLACEMENTS

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?

Où personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?

☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

☒ No ☐ Yes  
Non Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?

Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?

Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

☒ No ☐ Yes  
Non Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?

Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

☒ No ☐ Yes  
Non Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?

Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

☒ No ☐ Yes  
Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?

Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

☒ No ☐ Yes  
Non Oui

TBS/GCT 350-103(2004/12)

Security Classification / Classification de sécurité

UNCLASSIFIED

Canada



COMMON-PS-SRCL#2



Government of Canada  
Gouvernement du Canada

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERQ est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERQ sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No  
Non

☐ Yes  
Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

Solicitation No.: 2021000770

COMMON-PS-SRCL#1



Government  
of Canada  
Gouvernement  
du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

**PART D - AUTHORIZATION / PARTIE D - AUTORISATION**

**13. Organization Project Authority / Chargé de projet de l'organisme**

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Date
Stephanie Drouin	DG FMM Implementation Support		Aug 20, 2020
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	
613 291 5971		stephanie.drouin@cbsa-asfc.gc.ca	

**14. Organization Security Authority / Responsable de la sécurité de l'organisme**

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Date
Kavita Maharaj	Security Advisor		2020-09-25
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	
604-830-7764		kavita.maharaj@cbsa.gc.ca	

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?  
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No / Non ☐ Yes / Oui

**16. Procurement Officer / Agent d'approvisionnement**

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel

**17. Contracting Security Authority / Autorité contractante en matière de sécurité**

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	Date
Jacques Saumur	Quality Assurance Officer		2019-10-30 08:11:47 -04'00'
Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	
		jacques.saumur@tpsgo-pwgsc.gc.ca	

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Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada